

GUIDE FOR EFFECTIVE WRITING

AIR RESERVE PERSONNEL CENTER



OPR / PRF WRITING GUIDE

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GUIDE FOR EFFECTIVE WRITING

OPRS AND PRFS

There are few things more challenging, nor more important, for supervisors and senior raters of Air Force Reservists, Guardsmen and IMAs than writing effective Officer Performance Reports (OPRs), Promotion Recommendation Forms (PRFs), and Enlisted Performance Reports (EPRs).

We developed this “Guide for Effective Writing of OPRs and PRFs” to help our supervisors and senior raters write high-quality performance reports and promotion recommendations. This guide is designed to complement, not replace, current Air Force guidance (AFI 36-2406, Officer and Enlisted Evaluation Systems) and will hopefully assist you in effectively communicating the performance and promotion potential of members under your supervision. It represents a compilation from experienced writers and report users from various commands as well as comments from prior Central Selection Board members.

Our best advice to anyone writing performance reports or promotion recommendations is to work on it. In many cases, these documents are the only way to communicate our member’s accomplishments and promotion potential. Taking the time to write a quality product will ensure proper promotion consideration is afforded to all.



DARRYL W. THOMPSON, Colonel, USAF

Reserve of the Air Force Selection Board Secretariat

OPR / PRF EVALUATION PROCESS



Writing effective OPRs and PRFs comes down to one thing: using *bard-hitting, fact-filled words and statements that paint an accurate picture of the ratee in the mind of the reader*. Since most promotion folders receive only a few minutes of review by board members, it becomes critical that OPRs / PRFs “come alive” to the reader and contain meaningful information about the ratee as an officer and leader. The reader must easily pick out critical facts, specific achievements, and performance-based potential.

This guide emphasizes the key aspects of an OPR and PRF in today’s highly competitive environment. It offers suggestions for preparing effective written reports, section-by-section, and provides written examples to highlight both good and bad writing techniques. Observation, objectivity, judgment, and the integrity needed for the task of communicating an officer’s performance and potential must come from you--the rater.

The worst (and most common) error made by rating officials is to write comments so ambiguous, technical, or specialized, that report users simply don’t understand the significance of what is being reported. Many OPRs / PRFs are so full of such comments they become totally ineffective. Meaningful OPRs / PRFs of value to board members, resource managers, and other users, will meet, at the minimum, the following criteria:

- ◆ **Clarity.** Board members and commanders making decisions on **YOUR** people usually don’t have time to sort through unclear reports and interpret meanings. Our military vocabulary is rampant with acronyms, unique equipment terminology, and jargon that are “everyday language” to us, but may seem “alien” to people not experienced in your command/specialty. At times it seems impossible to explain our activities in terms which will be understood by everyone. However, this is precisely what must be done when writing an OPR / PRF. Your objective is to “educate” the reader about the ratee’s job performance and potential. *Avoid at all cost unique acronyms and terminology.* Clear, concise sentences, in layman’s terms, with impact are the most effective. Use language that is alive, that is informal, and that illuminates rather than clouds. Write to communicate, not to impress. Remember this critical fact--*only OPRs / PRFs meet the evaluation board--not people.* Your OPRs / PRFs must carry your word and conviction to the board concerning your ratee. **ALWAYS** follow the *Golden Rule of OPRs / PRFs: Give every OPR / PRF you write the attention and effort you would like given to your report.*
- ◆ **Credibility.** Credibility is a key ingredient in advocating your ratee’s performance and performance-based potential. We don’t need to insult the reader’s intelligence with obvious inaccuracies or exaggerations such as:

“Saved the United States Air Force from certain financial ruin through aggressive accomplishment of his additional duty as treasurer of the base recycle committee.”—Or proclaiming Lt, Capt, or Maj Jones is the “Best in the Air Force” especially if that individual has never won an AF-wide award.

These statements sound great, but lose rater credibility, making the entire report suspect. The challenge is to express your high (or low) regard for the ratee without exaggeration or exceeding reasonable, believable descriptions of the ratee’s value to the Air Force, the base, or the mission.

- ◆ **Composition.** This is what will make an OPR / PRF (and the ratee) “come alive” in the minds of board members, commanders, resource managers, or anyone who reads the report. Making someone or something “come alive” through effective writing is achieved when the reader can construct a mental image from your words that pique his or her interest to continue reading your report.

- ◆ **Content.** This is the most important criteria for “effective” OPR / PRF writing. You can have clarity, credibility, and composition, but without concrete, factual comments on the ratee’s performance, the OPR / PRF is lacking. As the rater, you have inherent responsibility to report those positive and negative aspects of a ratee’s performance that led to the evaluation of his or her potential. Remember, senior officers on promotion boards are looking for one key factor in all OPRs / PRFs—**leadership, leadership, leadership!** Technical expertise is a given in all fields, whether scientists or pilots; what is needed is the ability to lead people, make decisions, produce results. Keep this thought in mind—when our **best** people take the initiative to do the necessary things to accomplish our mission, we owe them our **best** in terms of OPRs / PRFs.

THE READABILITY TEST (BOTTOMLINE!)

Review the Product. When you think you’ve finished the OPR / PRF, let it sit for a day or two, then go back and read it. Does it say what you want it to say? Does it meet the test of simplicity, directness, and impact? Edit the text to economize on words. Remember, choose your words very carefully—some are valuable and others very dangerous. Look up words if you are not absolutely certain of their meaning. However, remember, if you have to look up words, others may have to do it as well. Don’t compromise the meaning of your thoughts because of misunderstood or misinterpreted words. Be very careful in the diction you use. Remove words or sentences that don’t add to the message. Does sincerity come through? If not, look at your choice of words and sentence construction. Read the draft aloud and listen to the sound of the words, phrases, and sentences. Do your ideas flow smoothly in the text or do the points you’ve made keep jumping around? If they don’t sound right—dump ‘em and start again. Remember, you’re trying to convince. Do it smoothly; do it logically. Once you have arranged and organized your information on the ratee and chopped it to its barest essentials, work on polishing the words, phrases, and sentences to exhibit sincerity, conviction, and mission impact. When that’s done—you’re done!

Bottom Line. The OPR and PRF are the most important documents in an officer’s record. Make them a living, breathing comment on the ratee for the promotion board member—the ratee deserves a chance to have his or her performance understood first, and evaluated second. If you want someone promoted, make your OPR / PRF comments “**jump off the page**” at the reader and seize his or her attention with your feelings of conviction for the ratee—that’s your job—the most important you’ll ever do.

TIMELINESS/LATE REPORTS

“SORRY! *Your OPR / PRF didn’t meet the promotion board on time...*” This is definitely not the way to start your day, either for you or for subordinates whom you rate. The OPR and PRF are two of the most important evaluation tools used for promotion and assignment selection. Not only must OPRs / PRFs be of the highest quality, they must also be completed **on time** if they are to have any kind of impact on selection boards. *There is no excuse for a late or inaccurate report.* Timely submission of OPRs / PRFs is the responsibility of reporting officials at all levels. Waiting until the last minute to accomplish a report is not fair to the individual and often results in a poorly written report. A late report also reflects unfavorably on you as a supervisor. Anticipate when a report is due and be sure you get it done **on time**. (Ref: AFI 36-2406, para 3.8.5)

As you can see, the impact of OPRs and PRFs on day-to-day personnel management transcends several arenas—everything from force management to electronic forms usage! The goal is to come up with the best process for ensuring we promote the people we need to keep our force strong and robust. The rest of this guide is dedicated to explaining your part in the process by showing you what you can and should do when accomplishing OPRs and PRFs.

OFFICER PERFORMANCE REPORTS (OPRS)

“OPRs provide a permanent, long-term record of an officer’s performance and potential based on that performance.” (AFI 36-2406)

The OPR emphasizes **performance** and **performance-based potential** by focusing on the officer’s contributions to the unit’s central business-*its mission*. It is an assessment by those raters who know the officer best, who can judge his or her performance with objectivity and integrity, and who can communicate their observations on an OPR with honesty and conviction.

REASONS TO WRITE OPRS

Officers in the grades of second lieutenant through colonel receive OPRs that become permanent records in an officer’s personnel folder. OPRs are frequently used for:

- Assignment Determinations
- Promotions
- School Selections
- Awards and Decorations
- Reduction in Force/Selective Early Retirement Board (RIF/SERB) Actions
- Other Management Decisions

The MPF monitors the performance report program for all units serviced (Annual OPRs, Change of Reporting Official, and Directed OPRs). Generally, for annual OPRs, Squadrons receive the OPR RIP (Report On Individual Person), commonly known as an “OPR Notice” or “OPR Shell,” information from Personnel Concept (PC) III about 60 days before the OPR close-out date. However, you cannot expect this much lead-time in OPR taskings generated by changes in reporting officials (CROs) and for promotion boards before the OPR is required. Therefore, it is the rater’s responsibility to assure the OPRs are prepared in a timely manner, **EVEN IF HE/SHE HAS NOT RECEIVED A FORMAL OPR SHELL TO PREPARE THE REPORT.**

A series of OPRs by different evaluators in a variety of duty situations provides a cumulative record of an officer’s development, performance, and performance-based potential compared to his or her contemporaries. These cumulative reports are used in formulating the senior rater’s promotion recommendation to the central selection board.

1. Annual OPRs:

- a. Approximately 60 days prior to the close-out (annual OPRs), Military Personnel Data System (MilPDS) will generate an OPR shell.
- b. The Squadron OPR monitor will log in the OPR shell and assign a suspense date, allowing sufficient time for the administrative preparation of the OPR. As a minimum, the rater, the person who types the OPR, and Flight Commander, etc., should carefully review the report for compliance with AFI 36-2406 and to assure only quality completed OPRs are forwarded back to the Squadron OPR monitor for final administrative action. All OPRs will be reviewed for compliance with AFI 36-2406 and this guide.
- c. When the report is received from the senior rater, it is considered complete and updated in the MilPDS. A completed OPR is due to the Military Personnel Flight (MPF) not later than 30 days after close-out date. Any completed report not received within these timelines will be counted “**Late to MPF.**” Any completed report not received within 60 days after close-out date will be counted “**Late to MAJCOM.**”

2. Change of Reporting Official (CRO) OPRs:

a. CROs are generated when:

(1) Either the rater changes or the ratee separates from the Service, departs PCS or transfers to another section, flight, or squadron, resulting in a new rater. At least 120 days of supervision by the *new rater* must have passed since the close-out date of the ratee's last OPR. It is conceivable a ratee could report to two or more separate raters in a given reporting period without creating a CRO report, if supervision between raters is less than 120 days.

(2) A decision is made by the Commander or another officer in the reporting chain to assign a new reporting official. This could be for disciplinary action, workload, or other reasons.

- b. When a situation arises where a CRO is appropriate, it is the rater's responsibility to notify his/her Squadron OPR monitor that a CRO is needed, who the new reporting official will be, and the effective date of supervision. The rater will prepare the Personnel Action Worksheet (DD Form 3141), with the ratee's new duty title and reporting official filled in, and will forward the worksheet to his/her Squadron OPR Monitor for processing. The worksheet becomes the source document for obtaining the OPR shell. Upon receipt of the worksheet, the Squadron OPR Monitor will upload the information on PC-III and order the OPR shell using an OPR close-out date which is one calendar day BEFORE the effective date of change noted on the personnel worksheet. You can prepare an OPR prior to submitting the worksheet as long as the worksheet is sent with the report.

NOTE: DON'T backdate a CRO to prevent creating a late OPR situation or wait until an OPR is completed before identifying the CRO requirement to the Commander's Support Staff. Changes in the reporting official can often lead to changes in the additional rater as well

3. Directed Reports:

a. Headquarters Air Force (HAF)-Directed OPRs:

(1) Promotion boards are the primary reason why HAF-directed reports are often required. Any Lt Col or below who is "*Above the Promotion Zone (APZ)*" and has not received an OPR since the last promotion board requires a HAF report. The close-out date will normally be 60 days prior to the central selection board date.

(2) There are few instances where an OPR notice for a HAF-directed report will be received 60 days prior to the close-out date. In Section I of the OPR, leave the blocks for the *close-out date* and *number of days supervision* blank until they are furnished by MPF. Otherwise, these OPRs should be complete and ready for turn in by the time MPF generates the tasking. (It's far better to have an OPR completed and later not need it, than not to have one prepared in advance when a short suspense tasking is generated.) Therefore, to effectively manage and prepare for HAF-directed reports, you must not only know if your people are being considered for promotion, but what promotion zone they are in. To obtain information about upcoming promotion boards and eligibility, call the Career Enhancement Section at the MPF.

b. Commander-directed OPRs:

Commander-directed OPRs may be done when an officer is placed on or removed from the Control Roster or if an officer's performance or conduct is unsatisfactory or marginal. Close-out dates for the OPR are at the discretion of the Commander.

PROMOTION RECOMMENDATION FORMS (PRFS)

“The purpose of the promotion recommendation process is to provide performance-based differentiation to assist central selection boards. The AF Form 709, promotion recommendation form (PRF), is used for promotion purposes only.” (AFI 36-2406, para. 8.1)

GENERAL INFORMATION

- The ANG will use the AF Form 709 (PRF) for promotion to lieutenant colonel and colonel.
- The USAFR will use the AF Form 709 for promotion to lieutenant colonel and colonel, and for Position Vacancy (PV) promotion nomination to all grades.
- HQ ARPC/DPBB will issue instructions specific to each board.
- A senior officer having direct access to, or personal knowledge of, the officer's performance prepares the PRF.
- Senior raters must review the ratee's Record of Performance (ROP), Duty Qualification History Brief (DQHB), Personal Information File (PIF) and Unfavorable Information File (UIF)(if applicable) before completing the PRF.
- Senior raters may also obtain information on an officer's most recent duty performance and performance-based potential from subordinate or previous supervisors and may consider their suggestions based upon the officer's duty performance for PRF recommendations.
- Under no circumstance should an officer be asked to draft or prepare his or her own PRF.
- Senior raters are required to provide the member a copy of the PRF (hand-delivered or sent in a sealed envelope clearly marked, "To Be Opened By Addressee Only") approximately 30 days before the selection board.
- Senior raters will complete the PRF in enough time to arrive at HQ ARPC not later than 30 days before the selection board convening date (45 days prior for Position Vacancy boards).

The PRF is a separate report used to communicate the senior rater's promotion recommendation to the central selection board. PRF comments should describe key performance factors from the officer's entire career not just recent performance. PRFs should show progression through increasingly demanding positions. They should show both past achievement and future potential in the next grade. *PRFs often create the first impression at a board!* When reviewing the PRF, board members are counting on the judgment of the senior rater to help them make the best promotion decisions.

Since the identifying criteria used for the *PRF Senior Rater* is the same as that of the *OPR Reviewer*, in most cases, they will be the same person. Therefore, the *OPR Reviewer* must exercise great care to ensure the validity and quality of the raters' comments. If the *OPR Reviewer* allows inflationary or inappropriate rater comments, his or her concurrence on the OPR may not track with the promotion recommendation on the PRF. Rater or additional rater statements that overstate an individual's ranking in the larger organization are inflationary and are unfair to the officer being rated and to other officers within the organization. Raters and additional raters should avoid these inflationary tendencies and *OPR Reviewers* have the responsibility for correcting them when they do occur.

- **Include the following:**

- Performance in past jobs (i.e., entire career) in addition to recent performance
- It is **mandatory** for senior raters to comment on completed court-martial convictions in PRFs, and consider including comments related to behavior or performance which resulted in an Article 15 action, letters of reprimand, admonishment, or counseling. The senior rater can also mention that the ratee received an Article 15 (if applicable).
- It is **mandatory** for senior raters to make comments in PRFs following a court-martial. If the court-martial occurs after an officer is non-selected, comments on the PRF are **mandatory** for the next promotion consideration.
- Comments are **mandatory** for all “*DO NOT PROMOTE THIS BOARD*” recommendations, regardless of promotion zone.
- Promotion recommendation, but to the next higher grade only. For example, “*Make him a Major now*” is acceptable for a Capt; “*He’s filling a Lt Col billet*” is **NOT** acceptable; and “*He’s senior officer material*” is **NOT** acceptable if the ratee is a major or below (the term “senior officer” has been interpreted by AFPC to mean the grades of colonel and above)
- Comments on *extraordinary* achievement in PME, advanced academics and pre-commissioning activities - *Do so with caution*, as these entries may tell a board member that the officer’s Record of Performance (ROP) doesn’t contain significant duty accomplishments
- Recommendations for PME, Regular Air Force (RegAF) augmentation or selective continuation

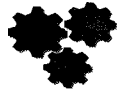
Recommendation for PME in-Residence: Consideration of such recommendations is highly encouraged, but not required. If you do recommend in-residence PME the following restrictions apply:

- **2Lt - 1Lt:** Squadron Officer School (SOS) only.
- **Captain:** Squadron Officer School (SOS) until it has been completed in-residence or the officer has more than six years commissioned service. If any of these criteria have been met, a Captain should be recommended for Intermediate Service School (ISS) or Air Command and Staff College (ACSC).
- **Major:** Air Command and Staff College (ACSC), Intermediate Service School (ISS), or an equivalent program until an in-residence program has been completed, then Senior Service School (SSS).
- **Lt Col (SEL) or Lt Col:** Senior Service School (SSS). You may specify Air War College, National War College, or another equivalent school, if you desire.

- **PRF “Show Stoppers”**

- As with OPRs, several comments are also **INAPPROPRIATE** and/or **PROHIBITED**. See AFI 36-2406, Table 8.1, for a comprehensive list.

MECHANICS, MECHANICS, MECHANICS



OFFICER PROMOTION REPORTS

The following instructions provide a block-by-block guide to assist raters in preparing Officer Performance Reports, AF Form 707A (Field Grade) and AF Form 707B (Company Grade). Both of these forms have identical sections and blocks with the exception of "Section V, Performance Factors" which uses different verbiage to describe performance and a typically unused area on the back of AF Form 707B (Section VII), which raters use to explain why mandatory performance feedback was not provided IAW AFI 36-2406 for a company grade officer. Excluding this block, the instructions for completing these forms are identical. Each section below corresponds with the section of the AF Form 707A and B. When numbers are listed under a section heading, they correspond with an identical numbered block within that section.

Section I. RATEE IDENTIFICATION DATA

Information for this entry is provided to the rater via the OPR shell from MPF. The rater confirms that the information is correct and transfers the information to the OPR form in the appropriate block, EXACTLY as it appears on the OPR shell. Errors in Section I detract from the overall effectiveness of the OPR report and/or delays its entry into the ratee's permanent records. If errors are found on the OPR shell, report them immediately to the squadron OPR monitor or Commander's Support Staff (Ref: AFI 36-2406, Fig 3.2).

Format Guidelines:

I. RATEE IDENTIFICATION DATA <i>(Read AF Form 707B carefully before filling in any item)</i>			
1. NAME <i>(Last, First, Middle Initial)</i> LAST, FIRST MI. (ALL CAPS)	2. SSN 123-45-6789FR	3. GRADE Capt	4. DAFSC (from shell)
5. PERIOD OF REPORT From: 1 Mar 94 Thru: 28 Feb 95	6. NO. DAYS SUPERVISION 365 (from shell)	7. REASON FOR REPORT ANNUAL (from shell)	
8. ORGANIZATION, COMMAND, LOCATION 81st Medical Support Squadron (AETC), Keesler AFB MS (upper/lower case) (from shell)			9. PAS CODE (from shell)

1. **Name:** Type the individual's name exactly as shown on the OPR shell (Last name, First name, Middle Initial). The name may be all upper case or a combination of upper and lower case.

- ◆ Example: SMITH, JOHN J., JR. or Smith, John J., Jr.

Compound names such as DE LEO, Van Horn, etc may be typed in an upper or upper/lower case form as shown above – even though they'll appear as "DELEO" or "VANHORN" on the OPR shell.

2. **SSN:** Type the individual's social security number as shown on the OPR shell. The SSN is always nine (9) numbers.

- ◆ Example: 123-45-6789

3. **GRADE:** Type as shown on the OPR shell or source document using one of the following formats (see notes below):

2Lt	----	----	Maj	----	Major
1Lt	-----	-----	Lt Col	LtC	-----
Capt	Cpt	Captain	Col	----	Colonel

- ◆ The latest electronic versions of the AF Forms 707A/B (utilizing FormFlow) include a drop down list of values for this field. Simply double-click within the block and select the appropriate rank from the list of valid entries.
- ◆ If the member is an Individual Mobility Augmentee (IMA), put (manually type) non-extended active duty ("Non-EAD")
 - ◆ Example: SMITH, JOHN J., JR (NON-EAD)
- ◆ If the individual was promoted on a date before or equal to the close-out date ("Thru" date on the OPR shell), type the new grade in the block and ensure the correct form version is used based on the ratee's rank.
 - ◆ Maj – Col: AF Form 707A
 - ◆ 2Lt – Capt: AF Form 707B

4. **DAFSC:** Type exactly as shown on the OPR shell, including prefix and/or suffix, if applicable.

- ◆ If the individual's DAFSC has changed or upgraded (i.e., 36P1 to 36P3) on or before the close-out date of the OPR, use the new DAFSC. Ensure the correction is updated in MilPDS prior to submitting the report.

5. **PERIOD OF REPORT:** Type the "From" and "Thru" dates as they are shown on the OPR shell.

- ◆ The "From" date is always the day after the close-out date of the previous OPR
- ◆ If you believe the "Thru" date is incorrect, call your squadron's OPR monitor or MPF.
- ◆ "DD MMM YYYY" format is mandatory

6. **NUMBER DAYS SUPERVISION:** Type as shown on the OPR shell. However, if either the rater or ratee has been TDY, on leave, or in a patient status for a period of *30 or more consecutive calendar days*, during the period of the report, subtract the number of days from supervision. Annotate the OPR shell explaining the change and/or attach orders.

- ◆ If the "Thru" date is changed, ensure that the number of days supervision is correctly adjusted.

7. **REASON FOR REPORT:** Type as shown on the OPR shell (i.e., ANNUAL, CRO, or DIRECTED)

- ◆ The latest electronic versions of the AF Forms 707A/B (utilizing FormFlow) include a drop down list of values for this field. Simply double-click within the block and select the appropriate rank from the list of valid entries.

8. **ORGANIZATION, COMMAND, LOCATION:** Type in Upper and lower case using clear text description of the organization rather than what is on the OPR shell

- ◆ Example: 81st Medical Group (AETC), Keesler AFB MS

9. **PAS CODE:** Type exactly as shown on the OPR shell

- ◆ Example: KB0RFC4F
- ◆ Ensure you indicate the members Assigned PAS regardless of where the member pulls duty
- ◆ One of the most common errors is to use a capital “O” vice a zero (0) in the PAS code – Be Careful!

Section II. UNIT MISSION DESCRIPTION

The unit mission description identifies the unit’s responsibilities and its place in the Air Force organizational structure. Created by the unit commander, the standard or “canned” unit mission description must be approved by the Reviewer. The approved mission description is the only acceptable entry in this section and will appear on all OPRs of all officers assigned to the unit. It is included on the report to tell the reader what the unit is, what it does, and whom it supports. It helps the reader better understand the significance of the ratee’s accomplishments.

Format Guidelines:

II. UNIT MISSION DESCRIPTION
Start here; use narrative format--don't exceed four lines; use the approved unit mission description; write in plain English for clear understanding for a person who is not familiar with your mission; don't use unfamiliar technical/scientific terms or acronyms; clearly state the unit's tasking, who it supports, and its impact to the Air Force mission.

Section III. JOB DESCRIPTION

The purpose of the job description is to explain duties performed and the officer’s level of responsibility. Don’t make the mistake of underestimating the importance of this section of the OPR! This is your opportunity to put the importance of what your officer does into perspective with others in their peer group. The job description establishes the performance standard against which mission impact is measured. A strong job description sets the tone for the rest of the report--it is the framework! Make the job come alive, but don’t exaggerate. The following concepts will help prepare strong job descriptions

Format Guidelines:

III. JOB DESCRIPTION 1. **DUTY TITLE:** Start here; 2 spaces after the "colon;" ALL CAPS
2. **KEY DUTIES, TASKS, AND RESPONSIBILITIES:** Start here; use NARRATIVE format; be concise and descriptive. This section is limited to 6-2/3 lines only. Relate duties and responsibilities to the mission description; no jargon or acronyms. Describe level of job responsibilities, the impact, the number of people supervised, resources managed, budgets, etc. Include ALL jobs held during the reporting period, not just the current one.
SIGNIFICANT ADDITIONAL DUTY(IES): They must be directly related to the mission or the officer's primary duties; be clear and concise. If the ratee changes jobs during the reporting period, list "PRIOR DUTY(IES):..." as the last sentence and list the ratee's last duty title(s).

1. **DUTY TITLE:** Copy exactly as shown on the OPR shell. Abbreviated words may be spelled out as space allows. The duty title must be printed in CAPITAL letters. You must “crowd” the top line of the block with the duty title to have enough space for the “Key Duties, Tasks, and Responsibilities” material. If the duty title on the shell has changed prior to the close-out of the OPR, an AF Form 2096, Assignment/Personnel Action, must be submitted with the OPR to correct/update.

- ◆ Only 32 characters are allowed in the MilPDS system, so the duty title may be abbreviated on the computer-generated OPR shell. However, on the OPR, the duty title should be spelled out in its entirety. All OPR users may not know abbreviations, acronyms, and project names – their use may result in damaging ambiguity.
- ◆ If the title is too weak or in error, make a retroactive change to the title through a MilPDS update. Check with the Squadron OPR Monitor or MPF prior to doing this.
- ◆ Be inventive and descriptive when writing duty titles, without being wordy or boring. Don’t cop out by repeating the title of the AFSC specialty code, e.g., Personnel Officer, Dental Officer, F-4 Pilot, Mechanical Engineer, etc. Try to make the officer sound like a manager, a leader, a person in charge--rather than a technician, a worker-bee, or a faceless drone.

POOR

OIC, Radiology (All officers are OICs)

General Dentist (Boring!)

Supervisor, Outpatient Services (Swell, I think)

Charge Nurse, BMT (BMT???)

Commander (Commands What?)

GOOD

Chief of Radiology

Assistant Chief of Dental Services

Director, Outpatient Services

Charge Nurse, Bone Marrow Transplant Unit

Commander, 81st Medical Support Squadron

2. **KEY DUTIES, TASKS, RESPONSIBILITIES:** With the exception of the Rater’s and Endorser’s remarks, this part of an OPR is one of the most important. This item should never be left blank. Someone “out there” will know what your ratee’s job entails - you can count on it! Write this section of the OPR as if no one knows what the job includes. DO NOT understate the duties, tasks, and responsibilities of the ratee. An “ambiguous” job title and/or poor description of the ratee’s duties can cause the officer’s accomplishments to be not fully appreciated. Attempt to include as many of the following as you can:

- ◆ Use short, hard-hitting sentences that specify and quantify (Don’t beat around the bush).
- ◆ Number and type of people supervised (directly / indirectly) or at least the fact that supervision is involved.
- ◆ Don’t try to trick the reader by layering supervision (e.g., Assistant Deputy Chief in a two-person office)--board members will see through this.
- ◆ Dollar amounts of programs / resources managed, budgets equipment costs, etc.
- ◆ Critical nature and / or scope of responsibilities - original research, mission support, senior management support, contributions to national defense or to the mission of the Air Force or MAJCOM.

- ◆ **SIGNIFICANT ADDITIONAL DUTIES** should be included in this section, only if they are directly related to the unit mission. Other additional duties performed during the period of the report may also be included if they influence ratings or comments in the report. The following are examples of “additional duties” not significant to mission accomplishment and are *prohibited* in Section III, but are allowed in Sections VI or VII:

- Unit Voting Officer
- Weight Program Monitor
- Officer Performance Report Monitor
- INTRO Monitor
- Squadron Awards/Decorations Officer
- Unit Historian
- Division Cost Center Manager
- Social Actions Monitor
- Suggestion Monitor
- Building Custodian
- Flight Admin and Morale Officer
- President of CGOC
- Unit Combined Federal Campaign Representative

- ◆ If a ratee changes jobs during the reporting period, list his / her “PRIOR DUTY(IES):---” as the last sentence in Section III.

Section IV. IMPACT ON MISSION ACCOMPLISHMENT

Results! Results! Results! Enthusiastically describe the ratee’s accomplishments. Focus on the officer’s performance, its impact, and why it was important to your mission. Some promotion board members depend on this section of the OPR to provide the most telling information about the individual they are evaluating. This section, in concert with Section VI, provides the “*meat and potatoes*” of the officer’s evaluation. Get the reader’s attention--start with a strong statement. Since this section is limited to nine lines, it is critical to use concise, hard-hitting facts and action words and phrases--for the greatest impact, use all nine lines.

Section V. PERFORMANCE FACTORS

This section identifies six factors representing qualities and skills all Air Force officers *must* demonstrate in the performance of their duties. To reinforce the understanding of what officer qualities are important, descriptions of behaviors or standards are provided on the form under each factor. The standards listed aren’t the only ones that may be considered, and rater considerations may extend beyond just on-the-job performance. For instance, it’s the duty of every officer to obey civil law. Being arrested by civil authorities for breaking those laws may indicate a failure by the officer to live up to his or her duty and may be reflected in the ratings of *Leadership, Professional Qualities, and Judgment*, and should be mentioned in Section VI, Rater Overall Assessment.

Note that the system is a two-block system – “Does Not Meet Standards” / “Meets Standards”. With the JetForm FormFlow Program, the Rater merely selects (clicks) in the appropriate block to indicate whether the officer meets the standard expected of his or her grade and experience.

As mentioned earlier, different OPR forms are used for company grade (AF Form 707B) and field grade (AF Form 707A) officers. On the field grade officer form, additional standards have been added to some of the performance factors and others have been expanded over those listed for company grade officers. These differences suggest the broader focus on performance expected when identifying “best qualified” at the field grade level.

The general quality of Air Force officers is quite high and nearly all officers will meet standards in each area. Therefore, if the rater marks any factor as “Does Not Meet Standards,” the report becomes a **referral report** and is processed accordingly. The two-block rating scale ensures that an officer whose record is negatively impacted by a performance rating will have an opportunity for redress. The officer being rated will be given an opportunity to comment, and the rating officer will be obligated to explain how the officer is failing to meet standards. If you believe you may have a *referral OPR*, refer to AFI 36-2406, para 3.9 for guidance and processing instructions or contact the MPF for assistance.

Additional Guidelines For Section V:

- ◆ A “Does Not Meet Standards” rating requires referral and specific comments in Sections IV, VI, and VII explaining the unacceptable behavior/incident.
- ◆ The fact that all “Meets Standard” blocks are marked doesn’t exempt a report from being or becoming a referral report. Comments in the report, or the attachments, that are derogatory in nature, imply/refer to behavior incompatible with or not meeting minimum acceptable standards of personal or professional conduct, character, judgment or integrity, and/or refer to disciplinary
- ◆ If the additional rater or the reviewer non-concurs with the marked ratings, he/she must initial a different performance factor block.
- ◆ No erasures or corrections of any kind are allowed in this section.

Section VI. RATER OVERALL ASSESSMENT

This section of the OPR is probably the most important. It provides an opportunity for the rater to continue making comments regarding the ratee’s actions that contributed to accomplishing the unit mission. Further, this is where it is appropriate for the rater to make statements regarding the ratee’s potential, as well as recommendations for appropriate PME and future assignments. Common promotion board criticism of this section is that it does not place enough emphasis on *leadership* and *officership*. Board feedback also indicates that this is where senior raters must make a clear distinction between the very top performers compared to the rest of his or her contemporaries.

- ◆ Here are some points to keep in mind when completing this section of the OPR:
 - ◆ Recommendations for promotion, whether specific or implied, are **PROHIBITED** throughout the OPR. The following are examples of “implied” promotion recommendations (the offending portion is underlined for emphasis):
 - Her future progression in either rank or responsibility is unlimited
 - ... performing at levels above his present grade
 - ... far exceeding her years and rank
 - A stellar performer ready to become a senior leader in logistics

- She's field grade material (submitted on a company grade officer)

- Maj Jones is filling a Lt Col billet

- Ready for advancement now (advance(ment) is synonymous with "promote")

Note: The term "senior" is reserved for officers *already* in the grade of Colonel or above. Any use of this term (i.e., senior officer/leader/manager/staff/executive, etc.) is not authorized for Lt Colonels and below. (See Attach 3, AF/DP Policy Letter)

- ◆ Ensure the report is signed **ON** or **AFTER** the close-out date.
- ◆ It is highly suggested the space for the rater's comments be filled in completely, implying, if you had sufficient space, you could write all day about the officer's many accomplishments.
- ◆ The *first* and *last* bullets are **the most important**. The first bullet states the ratee's *leadership abilities* and grabs the reader's interest and attention to find out why you hold the ratee in such high regard. The last bullet reaffirms your *positive* and *powerful* feelings about the officer's professional potential by recommending him/her for PME, retention, augmentation, and/or future job assignments. **Remember--no recommendation may be taken as a "no recommendation" and be viewed negatively by board members!**
- ◆ **LEADERSHIP** is considered by many senior officers to be "**the most important**" of all performance factors. Keep in mind; board members are "*senior officers!*" If you find this performance element difficult to justify, your ratee is in deep trouble.
- ◆ Be enthusiastic, be definitive and "*speak*" in assertive tones. Make the reader want to like this officer professionally.
- ◆ **DON'T** use this section for additional examples of performance. The intended and most effective use of this section is to elaborate on the ratee's **leadership** and **potential**.
- ◆ Comments about significant additional duties and civic activities may be included, but *with caution*. Such statements do not make efficient use of the limited space available to convey **performance** and **officership**, and *they have little influence on board members*.
- ◆ Don't comment about civilian occupation unless it *directly relates to the military position and enhances their military performance*
- ◆ If the rater in Section VI is also the reviewer for Section VIII, type "RATER IS ALSO THE REVIEWER" in Section VIII and leave Section VII blank. Multiple general officers serving as evaluators are **prohibited** (AFI 36-2406, para. 3.1.3).
- ◆ Reference AFI 36-2406, para 3.6 for **Mandatory Comments**
- ◆ Reference AFI 36-2406, para 3.7 for **Inappropriate Evaluator Considerations and Comments**

Format Guidelines:

VI. RATER OVERALL ASSESSMENT

- Start here; maximum nine lines; BULLET format not to exceed three lines...one or two preferred
- Use hard-hitting, power-packed verbs and adjectives for impact statements...use ACTIVE voice
- First bullet should make a statement about person's "leadership abilities;" use this section to continue comments from Section IV or expand with more examples...DON'T repeat items already mentioned
- Comments on potential must be based on current duty performance and not on other considerations such as PME, advanced academic education, duty history, etc.; minimize use of pronouns (he, she, him, her)
- Promotion recommendations, veiled or implied, are PROHIBITED
- Recommendations for in-residence PME, retention, augmentation, and future job recommendations, etc., are appropriate (recommended on the last line)

BOARD MEMBER FEEDBACK (Applies to Rater and Additional Rater):

- ◆ “*Ready for increased responsibility*” is overused; be specific about the future jobs the officer should be considered for on their next assignment.
- ◆ LEADERSHIP!!! Boards are looking for officership and leadership. Technical expertise is a given in all fields, whether scientists or pilots; what is needed is the ability to *lead people, make decisions, and produce results!*
- ◆ Leaving out a recommendation for service schools is a signal—a “*negative*” signal.
- ◆ Show impact of officer’s performance from the user’s point of view (war fighting capability)
- ◆ Signal your really *top officers* by comparing to peers (top 5%, etc.); be careful to save for your best or it will lose impact. Keep within *your* scope of responsibility / knowledge.

Warning: A Rater at the unit level cannot state “top 2% in the wing,” etc. -- this is outside his/her scope/authority. However, it would be authorized if the wing commander (Reviewer) makes such a statement.

- ◆ Personal knowledge of performance; ranking among contemporaries (i.e., “*My best of 28 maintenance officers in the C-130 upgrade plant,*” etc.).
- ◆ Should **not** repeat details of front-side mission accomplishment bullets.
- ◆ Need specifics on mission related accomplishments.
- ◆ Use *best bullets* in endorsements (Section VII). State **payoff** to the operational customer. Use the most “*hard-hitting*” facts and show **impact** to the Nation and Air Force.

Section VII. ADDITIONAL RATER OVERALL ASSESSMENT

The *additional rater* is the rater’s *supervisor*. This section provides an opportunity for the additional rater to add a broader view of the ratee’s performance and potential based on performance. Like the rater, the additional rater is limited in what may be considered when assessing potential based on performance. The additional rater must review the ratings and comments of the rater for completeness and impartiality. The concur / non-concur blocks provide a clear indication of agreement / disagreement with the rater’s evaluation. The additional rater may disagree with either one or more of the six performance factor ratings in Section V, or with comments made by the rater in Sections IV or VI, or with a combination of all three. Disagreement with a performance factor rating in Section V is indicated by the additional rater initialing the other rating square of the performance factor **and** marking the non-concur block in Section VII. Disagreement with the rater’s comments in Section IV or VI is indicated by marking the non-concur block, and explaining the disagreement in Section VII.

Note: Additional rater comments are mandatory (unless rater qualifies as additional rater / reviewer). See AFI 36-2406, para 3.1 for Evaluator Requirements.

In this section, the additional rater must be brief and direct without sounding aloof. Write as if you know the ratee personally. Comment on at least one “meaty” achievement and echo the rater’s recommendations for PME, retention, augmentation, and future job assignments (i.e., Flight Chief, Group Commander, Air Staff, MAJCOM, etc.). Board members expect to find your specific recommendations and place great emphasis on your valued judgment of the ratee. The key to this section is to be enthusiastic in expressing your recommendations for the ratee. Write your *first* and *last* bullets with impact.

Format Guidelines:

VII. ADDITIONAL RATER OVERALL ASSESSMENT	CONCUR <input type="checkbox"/>	NONCONCUR <input type="checkbox"/>
- Start here; this section is limited to five lines; BULLET format required; no periods		
- The additional rater is normally the rater's rater and must be in a grade higher than the ratee unless the ratee is an O-6; ensure date signed is on or after the date signed by the rater		
- Be consistent with the rater's recommendations in Section VI; hand-scribe an "X" in the concur or nonconcur box; personalize this section; be brief; be direct		

Section VIII. REVIEWER (Senior Rater / Final Evaluator)

Section VIII provides the reviewing officer an opportunity to concur / non-concur with the additional rater's evaluation and comments. A quality review is the reviewer's primary responsibility. If the reviewer agrees with the report and the ratee is not a Colonel or Colonel select, no comments are allowed in Section VIII. The reviewer simply marks the concur block and signs the report. If the ratee is a Colonel or Colonel select, the reviewer may make optional comments on a ratee's *command potential* and *appropriate timing for command* in Section VIII, without having to non-concur with the OPR. If any part of the report is considered inappropriate or unrealistic, the report is returned for reconsideration. If the rater and additional rater fail to agree, the reviewer marks the non-concur block, notes the disagreement, and sends the report forward. The reviewer may not "*non-concur*" for the sake of endorsing the report (e.g., "*This officer is even better than previously stated*"). Keep the following information in mind when completing this section:

- ◆ All reviewers must be the person holding the senior rater position designated by the Management Level (ML) for the ratee's organizational Personnel Accounting Symbol (PAS) (see para 8.1.4.3).
- ◆ Reports will NOT contain more than one general officer as an evaluator.
- ◆ When the final evaluator is not a USAF officer or DAF civilian, an AF Advisor must review the report (para 3.10).
- ◆ The reviewer (if applicable) must *sign* Section VIII--initials are prohibited.
- ◆ The reviewer must be the ratee's senior rater and will be the final evaluator on the OPR
 - ◆ Exception: If the rater or additional rater is also the reviewer, type "ADDITIONAL RATER IS ALSO THE REVIEWER" in Section VIII.
- ◆ For lieutenant colonels and colonels, the reviewer must be the first general officer (includes BG selects), or equivalent, in the rating chain who has been designated as a senior rater by the ML.
- ◆ For lieutenants through majors, the reviewer must be the first colonel (or equivalent) in a wing commander (or equivalent) position who has been designated as a senior rater, as determined by the ML.\
- ◆ For ANG officers, lieutenant colonel and below, the reviewer will be the wing or group commander. For a member assigned to a unit where there is no parent wing or group headquarters in state, the state Adjutant General will establish an equivalent command-level review authority.
- ◆ For ANG colonels filling a wing or group, deputy commander, or GSU commander position (where there is no parent wing or group headquarters within the state) the first general officer in the rating chain will review the OPR.

- ♦ As mentioned earlier, the *reviewer* for an OPR, in most cases, will be the “*Senior Rater*” for the Promotion Recommendation Form (PRF). As such, the reviewer must exercise great caution to ensure the validity and quality of the raters’ comments, the appropriateness of the entries for a particular section, and the correctness of the entries of each section of the OPR. Overstatements on a ratee’s ranking or performance potential in the larger organization are inflationary and are unfair to the officer being rated and to other officers within the organization.

Format Guidelines:

VIII. REVIEWER	CONCUR	NONCONCUR
- Comments not allowed, unless a Col/Col(s) or referral OPR; hand-scribe an "X" in "concur/non-concur" box - If the rater in Section VI is also the reviewer in Section VII, type (all capitals)...RATER IS ALSO THE REVIEWER in Section VIII and leave Section VII blank - If the additional rater in Section VII is the reviewer, type (all capitals)...ADDITIONAL RATER IS ALSO THE REVIEWER in Section VIII		

Example of a REVIEWER's Command Potential Statement (Col / Col(s) Only):

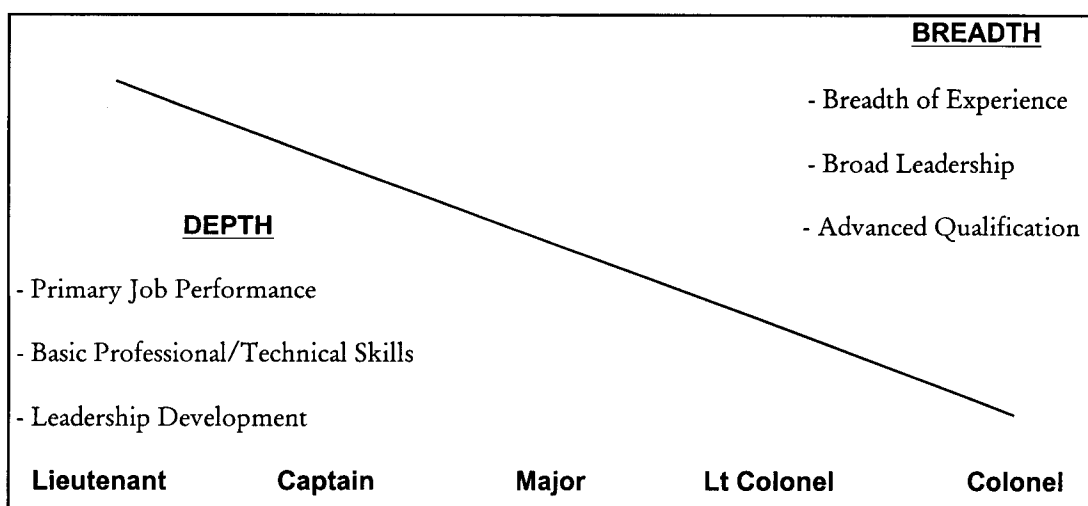
VIII. REVIEWER	CONCUR	NONCONCUR
- Accelerate this superstar...make no mistake, he is definitely ready and capable of making a big impact...send to MAJCOM staff and follow with a support group in CY98...he'll shine!		

PROMOTION RECOMMENDATION FORMS (PRFS)

The Promotion Recommendation Form (PRF) is used to assess an officer's performance-based potential and to provide a promotion recommendation to the central selection board. It is clearly the **single most important document** in an individual's selection folder. PRFs are **not** a permanent part of the ratee's record. All PRFs are removed from the selection record group at the conclusion of the central selection board.

Performance-based potential is the assessed capability of an officer to serve in a higher grade as demonstrated by performance in his or her current position and in past jobs or positions. The responsibility to make this critical assessment rests squarely on the *senior rater*. He or she should consider the ratee's level of duty performance, demonstrated expertise in skills important to all Air Force officers (e.g., leadership, team building, decision-making, communication, organizational, etc.), and the officer's willingness to go beyond what is specifically required of the job.

When preparing recommendations for promotion, you must consider where the officer is in his / her career and comment appropriately. For example, promotion boards are briefed that they should use the following chart when evaluating officers' career progression:



- ♦ PRFs on Captains (**greater than 3 years time in grade**) should focus more on how well they've learned their basic job skills and put them to use, how they stand out from the crowd, and how they've shown their officership skills.
- ♦ PRFs on field grade officers should show how they've had *successively more demanding jobs* and how they've *demonstrated their leadership skills*. At senior levels, technical expertise is a given, whether it's a pilot, civil engineer, or physician. In today's Air Force, it's not enough to be a technical expert; stress that the officer is **ready to command or lead an organization** performing a vital Air Force mission.

A section-by-section discussion of the PRF will aid in understanding the promotion recommendation process (Reference: AFI 36-2406, Table 8.1):

Section I – III

Section I, RATEE IDENTIFICATION DATA; Section II, MISSION DESCRIPTION; and Section III, JOB DESCRIPTION, are essentially the *same* as the respective sections of the OPR. Use the same format guidelines described earlier in this writing guide (Officer Performance Reports).

Section IV. PROMOTION RECOMMENDATION

This section of the PRF is critical to the promotion board. It explains what makes the ratee one of the best qualified for promotion, or otherwise supports the recommendation given in Section IX, OVERALL RECOMMENDATION. When completing this section of the PRF, keep the following in mind:

- ♦ **Bullet format is required.** Use bullets that “explode” on the page, particularly for your *very top performers!*
- ♦ Clearly indicate the ratee’s ability to serve in a higher grade and use language which highlights the ratee’s ranking in your organization. For example:
 - ♦ Absolutely the best major in my wing...
 - ♦ My #1 promote
 - ♦ The number one medical professional in the wing
 - ♦ My best--promote immediately
 - ♦ **NOTE:** Keep track of these comments and maintain integrity by avoiding multiple use of the same statement, especially for officers receiving a rating of “Promote.” Don’t make the error of writing, “My top captain” or “My number one officer” on five different officers. Board members really do notice, so be cautious.
- ♦ Use symbols to save space and draw attention to significant accomplishments, e.g., “100% pass rate” or “Saved unit \$185K.” These same symbols are not allowed on OPRs, but are permissible for PRFs.
- ♦ For medical / dental officers who are *board-certified*, include a statement highlighting this achievement.
- ♦ For Position Vacancy (PV) PRFs only--*DON’T* use the same verbiage 2 years in a row.
- ♦ Discriminate within your “promotes” to help a board select the best. Vary the strength of your recommendations -- not all “promotes” can or should be promoted to the next grade.
- ♦ Senior Raters now have the flexibility to document all PME and Advance Academic Degree (AAD) on PRFs for mandatory promotion boards considering officers for promotion to Lt Col & Col, and for PV boards considering officers for Maj, Lt Col, and Col. *The policy for PRFs used to nominate Capts for PV will remain unchanged.*
- ♦ Consider dividing this section into three parts, using a *chronological* format:
 - ♦ First five lines - highlight past accomplishments
 - ♦ Next two lines - devote to current duties
 - ♦ Last two lines - address potential--ending with a “POWER” statement for promotion
- ♦ **Revise, Revise, Revise**--make every word count; be enthusiastic and use “hard-hitting” and “powerful” statements. *Remember:* The strongest single factor for promotion selection to any grade remains outstanding duty performance in positions of greater responsibility and leadership at various levels of the Air Force.

Format Guidelines:

IV. PROMOTION RECOMMENDATION

- Start here; BULLET format; this section limited to nine lines; no periods, align bullets/text properly
- Cover accomplishments throughout career to show officer's readiness for promotion
- Focus on performance and performance-based potential
- Use "hard-hitting" examples of current and past performance; make your ratee "come alive"
- Show how your officer stands out from peers (e.g., my best, my #1 promote, top 5 percent, etc.)
- Make a "written" recommendation for promotion as well as marking the appropriate block in Section IX
- Lack of "written" recommendation can confuse the board (signal or oversight?)
- Make appropriate PME selection recommendation
- Personalize your comments and be enthusiastic about your ratee and his/her promotion potential

BOARD MEMBER FEEDBACK:

- ◆ PRF creates the *first critical impression* about the ratee
- ◆ Section IV contains nine lines. Unused space leaves a *negative* impression--**use all nine lines and fill up the "white space"**
- ◆ Avoid technical terms that can't be understood by all--explaining them wastes a lot of valuable space
- ◆ PRF and OPRs should show consistency
- ◆ *Best PRFs* highlight and summarize the officer's entire career--useful when it builds a case for promotion
- ◆ Officers don't "*deserve*" promotion--they may have "*earned*" it or "*be ready*" for it; **don't** use the word "*deserve*."
- ◆ Show how officer stands out from peers (e.g., my best, my #1 promote, etc.)
- ◆ Make a **written recommendation for promotion** as well as marking the blocks! Lack of written recommendation confuses board (signal or oversight???)

Section V. PROMOTION ZONE:

- Leave this section BLANK -- This section is no longer used for Reserve Officer Central Selection Boards .

Section VI. GROUP SIZE:

- ◆ For ResAF, rank order all officers awarded a "DP" recommendation, within each competitive category (i.e., 2 / 5 / 10. This entry **MUST** be HANDWRITTEN.
 - ◆ The officer is ranked number 2 of 5 officers awarded a "DP" out of 10 officers in that competitive category meeting the selection board.
- ◆ For officers receiving a "Promote" or "Do Not Promote" recommendation, this block is left BLANK.
- ◆ For Position Vacancy PRFs, this block is left BLANK
 - ◆ Members being nominated for a Position Vacancy promotion are considered implicit "DP"

Section VII. BOARD ID:

This entry identifies the central selection board for which the PRF is being prepared. The board identification information is included on the board convening notice the senior rater receives from the MPF (i.e., V0502D would indicate: Mandatory Board (V); Promotion to Lt Col (05); Promotion Effective FY 02 (02); the board convenes during the 4th quarter (D). Type the number in the block.

Section VIII. SENIOR RATER ID:

The senior rater ID is a five-digit code used to identify the position of the senior rater. It is provided on the PRF notice received by the senior rater. Type the code in the block.

Section IX. OVERALL RECOMMENDATION:

The senior rater can make one of three recommendations: *“Definitely Promote,” “Promote,”* or *“Do Not Promote This Board.”* Hand-scribe an “X” in the appropriate box.

◆ For Mandatory Boards:

- ◆ **Definitely Promote** - conveys to the selection board the senior rater’s opinion that the strength of the officer’s record (performance and performance-based potential) warrants promotion. There are no limits or quotas for the number of “DPs” a senior rater can give--he/she can give all, some, or none of the total pool of eligibles a “DP.”
- ◆ **Promote** - means the officer is fully qualified for promotion and should compete on the basis of both performance and broader considerations. A *“Promote”* means a senior rater believes the officer should be promoted. The number selected from this category will vary by grade.
- ◆ **Do Not Promote This Board** - This is self-explanatory. It used by the senior rater to send a strong signal to the central selection board that the officer is deemed *unfit/not ready for promotion*. The senior rater of any officer who awards a *“Do Not Promote This Board”* recommendation, will forward a copy of the recommendation and a letter to the officer prior to the central selection board reminding the ratee of his/her right to submit a letter of rebuttal to the central selection board. (Ref: AFI 36-2406, para 8.2.3.1.5)

◆ For Position Vacancy PRFs:

- ◆ Leave this section BLANK
- ◆ Again, officers being nominated for PV are an implicit “DP” since they will be (or are already) assigned to a higher ranking position

Section X. SENIOR RATER:

The senior rater’s name, grade, organization, duty title, SSN (Last 4 only), and signature are entered in this section. Enter current data as of the date the PRF is completed. **DON’T** complete the PRF *before* the PRF cutoff date.



Important Administrative Tips

PERFORMANCE REPORTS ARE SO CRITICAL, THEY CAN MAKE OR BREAK A CAREER! Your *written picture* of the ratee is all many selection boards get to see when making a selection for a promotion or job opportunity. Envision yourself as a sales executive trying to sell a product (*your ratee*) in a very competitive market. Your written OPR / PRF must be of the highest quality to ensure your ratee has a chance to be in the running. Once the words are written, focus your attention on style, grammar, and spelling.

Errors in spelling, grammar, and format cause OPRs / PRFs to be returned for corrections, which *significantly* adds to the report processing time!! Some OPRs / PRFs must be returned to the rater several times because recommended corrections were not made or additional errors were generated and overlooked by the rater on subsequent drafts. To ensure expeditious processing of your reports, note the following list of errors most commonly made on OPRs / PRFs and *avoid* them:

FREQUENT PROBLEM AREAS

- ◆ Recommendations for promotion, whether specific or implied, are **PROHIBITED** throughout the OPR. The following are examples of "*implied*" promotion recommendations (the offending portion is underlined for emphasis):
 - Her future progression in either rank or responsibility is unlimited
 - ... performing at levels above his present grade
 - ... far exceeding her years and rank
 - A stellar performer ready to become a senior leader in logistics
 - Sets the standard for my other commanders--five of whom are Lt Cols
 - She's field grade material (submitted on a company grade officer)
 - Maj Jones is filling a Lt Col billet
 - Ready for advancement now (advance(ment) is synonymous with "promote")
- ◆ Improper use of the term "senior."
 - ◆ Reserved for officers *already* in the grade of Colonel or above. Any use of this term (i.e., senior officer/leader/manager/staff/executive, etc. is not authorized for Lt Colonels and below)
 - ◆ Ref : AF/DP Policy Letter, Attachment 3

- ◆ Broad statements outside the scope of the evaluator's responsibility or knowledge.
 - ◆ A broad statement is one that implies knowledge of Air Force members not assigned within the evaluator's realm of knowledge. For example, a group commander may not state the ratee is "the best civil engineer in the business" because he or she does not have knowledge of *all* civil engineers. Similarly, phrases such as "top 5% officer" or "clearly a top 1% CGO" are inappropriate because the evaluator does not have first-hand knowledge of *all* Air Force officers or CGOs. Broad statements such as these clearly lack credibility. *EXCEPTION:* It would be permissible for an evaluator to make such a statement *if* substantiated by an award, such as "Best comptroller in the Air Force--received the 1998 Air Force Financial Manager of the Year Award." Other examples of acceptable statements are "number one of my seven captains" and "top 1% of all CGOs I've ever supervised."
- ◆ Misspelled words
 - ◆ Electronic forms are now the standard for OPRs / PRFs so use the built-in spell-checker in FormFlow. It is vital that you proofread your reports several times closely for spelling and grammar errors.
- ◆ Bullet formats (See "Bullet Proofing" below and the *Tongue and Quill*, pages 161-165)
- ◆ Reports signed and dated *prior* to the close-out date of the report.
- ◆ Wrong "from" / "to" dates used.
- ◆ Signatures missing
- ◆ Wrong version of the AF Form 707 used
 - ◆ Maj - Col: AF Form 707A
 - ◆ 2Lt - Capt: AF Form 707B
- ◆ Referral package missing referral letter and rebuttal
- ◆ Concur / Non-concur boxes not marked.
- ◆ Incorrectly hyphenated / split words. Use a good dictionary and "*Tongue and Quill*" guidelines for the proper hyphenation of words.
- ◆ Improper use of commas and capitalization of words. Again refer to "*Tongue and Quill*" for specific guidelines
- ◆ Noun / verb disagreements (e.g., his loyalty and professionalism *are* indicative, **NOT** his loyalty and professionalism *is* indicative).
- ◆ Using the symbol "%" versus using the word "*percent*" (OPRs)
- ◆ Abbreviations being used without having previously spelled them out in the report and including the abbreviation in parentheses
- ◆ Improper use of numerical figures versus spelling the word out (spell out if less than 10; use numbers when 10 or greater). Refer to "*Tongue and Quill*" for specific guidelines--*be consistent*.
- ◆ *Additional duties* listed **not significant to mission**

BULLET PROOFING

◆ Bullet Format:

- Abc def ... (Single dash (-) flush with left margin followed by one space then the first character of text)

◆ Sub Bullets must be properly aligned under the main bullet

- Abc def ... (Single dash (-) flush with left margin followed by one space then the first character of text)

- - Abc def ... (2 spaces from left margin, double-dash, space, then the first character of text)

◆ Limit bullets to 3 lines (AFI 36-2406, chapter 3)

◆ Using periods in bullet format

◆ Avoid: *Italics*, underlining, CAPITALIZING, use of **bold print headings**, and/or exclamation points (!!!)

◆ Begin your bullets with strong, action-oriented verbs to add an air of direction, efficiency, and accomplishment:

◆ Instead of, “*Successfully* handled a serious medical emergency---”

◆ Why not say, “*Seized command of a life-threatening* medical emergency *saving* two lives”

◆ Don’t use valuable space with “*lead-in*” titles for bullets:

◆ Instead of, “*Impact:* saved two lives and \$23 million...”

◆ Why not say, “Saved two lives and \$23 million...”

◆ Avoid, when possible, using articles (a, an, the), negative words (isn’t, can’t, won’t, decreased...use “increased” to be positive), and conjunctions (and, but, or) in bullet statements

◆ Avoid using pronouns (he, she, him, her), surnames (Capt Jones), or personal references (I, me, my) in bullet statements

◆ Especially **avoid** starting each bullet in the following manner:

- Capt Jones did this... . or - He did this...

- Capt Jones did that... or - He did that... .

- Capt Jones saved... . or - He saved... .

◆ Minimize using prepositions in bullets (i.e., at, in, about, above, across, among, from, to, toward, which, by, between, among, etc.)

- ◆ When using “*hard-hitting*” descriptive clauses in a bullet, separate the clauses by either double dashes (--), semi-colon (;) or an ellipsis (...) to highlight their importance. Avoid the use of colons (:) which imply a discontinuance of thought, while a semi-colon implies continued thought to highlight a particular statement. For example:
 - ◆ A star -performer--took charge of a medical emergency...saved patient’s life
 - ◆ Built benchmark medical logistics account; annual receivables up \$800K
- ◆ If secondary bullets are used, they should indicate *impact*, *result*, or *scope* of the primary bullet.
- ◆ **Always, always, always** use the “**active voice**” when writing your bullets. Write short punchy, telegraphic bullets 15-20 words long that communicate quickly and are easily understood.
- ◆ Be very careful with words and phrases that weaken or modify statements that would otherwise be quite strong. *Modifying words* such as the following can be deadly:
 - ◆ *almost one-of-the rarely seldom usually*
- ◆ Use words ending in “*ion*” and “*ment*” very sparingly. Usually they are nouns that have been made from verbs. By using the active verb instead of the noun, you place the emphasis where it belongs--on the ratee, instead of on what the ratee has done.
- ◆ Be cautious with adjectives having several connotations that may imply hidden meanings. The term “aggressive” can be used two ways. Hitler was aggressive. The word “dynamic” could also imply the ratee was “all afterburner and no rudder.”
- ◆ Use facts and accomplishments to highlight performance and justify your evaluation. Don’t just use numerous adjectives and forget the facts. Board members view a string of adjectives without substantiating facts as *eyewash*. **Be very careful!**
- ◆ Spell out (define) an acronym when it is first used, putting the acronym in parentheses after the term. Then, use the acronym throughout the remainder of the OPR. For example, “*Composite Health Care System (CHCS)*.” If you do not use the term again in the OPR, **don’t** show the acronym. To pluralize acronyms, add a lower case “s” to the end of the acronym without spacing--*OPRs*, *PRFs*, etc. To make an acronym possessive, add apostrophe “s” (or “s” apostrophe if the acronym is already pluralized) to the end of the acronym--*TRICARE’s* or *IMAs’*, etc.

If you have any questions concerning formats, proper grammar, abbreviations, acronyms, etc. for your OPR / PRF reports, contact your Squadron Commander’s Support Staff for assistance. The goal of every rater should be to produce the highest quality, “*error-free*” OPRs / PRFs he/she can for their ratees. They have given their best to support us and our mission--*we can do no less in giving them our best*.

APPENDICES

Adding More To The Databank



The basic focus of all promotion boards is to identify the *best* officers with the greatest potential to serve at the next higher grade. Unfortunately, there are always more qualified candidates for promotion than there are billets to fill. The most important factors considered are **performance** and **potential!** No amount of “*square-filling*” or other preparation will overcome a marginal OPR / PRF.

Well written, imaginative OPRs / PRFs which held a reader’s interest in the past, proved to be very effective. However, in today’s highly competitive environment, previous success does not necessarily guarantee future success. We must constantly strive to produce OPRs / PRFs of the highest quality which accurately and *effectively* communicate our strongest endorsements to promote our officers. We must be innovative and creative, but more importantly, we must be factual.

Appendices 1 - 5 will help accomplish this goal. They represent inputs from many MAJCOMs and Air Force bases. The descriptive narratives represent a cross-section of many different jobs throughout the Air Force -- don’t be intimidated or put-off by “*operational line*”-- view them as valuable tools of “*what to do*” and “*what not to do*” when writing effective OPRs / PRFs. Closely scrutinize their content (i.e., \$, # people, resources managed, etc.), style, impact statements, and endorsements. Use these examples to compose your own OPRs / PRFs, to make them “*come alive*” and “*explode*” off the page to convince selection board members *YOUR* officer deserves promotion. That’s your job--the most important you’ll ever do!

Example of a **poor/weak** job description. It isn't *totally* worthless, but it could be improved considerably. How would you improve it?

III. JOB DESCRIPTION 1. DUTY TITLE: PRIMARY CARE NURSE
 2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Provides primary medical care to active duty, dependent and retired patients in the Family Practice Clinic and on an inpatient basis under the cognizance or supervision of a physician. In emergency situations administers lifesaving procedures and medications pending the availability of a physician. Coordinates patient care with other health care professionals. Instructs other members of the health care team. Member of the Pharmacy and Therapeutics Committee and Medical Readiness triage team.

The above duty title and job description needs to be more specific and include level of responsibility (e.g., Charge Nurse, Division Chief, Section Manager, Flight Chief, etc.), number of people supervised, number of customers supported, dollar value of accountable resources managed, etc. Quantify and use specifics. Tell what the job does and help the reader sense how the ratee impacts the mission.

Example of a **good** job description. It isn't perfect, but nothing ever is. However, though, it is good. Ask yourself how it could have been made even better.

III. JOB DESCRIPTION 1. DUTY TITLE: CHARGE NURSE, EMERGENCY SURGERY SERVICES
 2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Directs all surgical suite and central nursing sterile supply operations for a 25-bed hospital supporting 1,200 active duty personnel and 10,000 beneficiaries. Administers a \$235,000 surgical suite budget and oversees a \$245,000 surgical suite equipment inventory. Directly supervises five surgical technicians and one operating room staff nurse. Manages and supports 70 to 80 surgeries a month. Monitors the quality control program for Surgery/Central Sterile Supply. Conducts preoperative, intraoperative, and postoperative patient interviews and performs call duties for surgery emergencies. SIGNIFICANT ADDITIONAL DUTY: Medical Readiness Team Chief.

Get the idea? Talk about people, money, equipment, budgets, mission, and the like when writing effective job descriptions for OPR purposes. One final clue to good job description writing: **Do not** word the job descriptions in consecutive OPRs exactly the same—even if the ratee holds the same job and the same duty title for each OPR. Be imaginative, say essentially the same thing, but differently so that the reader doesn't get bored.

Remember: Be specific - Describe actual job and responsibility - Relate job to mission - Quantify where possible - Number of personnel supervised or dollars controlled - Additional duties must relate to mission. Consider the following examples of *good* and *poor/weak* job descriptions:

III. JOB DESCRIPTION 1. DUTY TITLE: WEAPON SYSTEMS OFFICER (WSO), RF-4C
 2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Mr. WSO. Plans and flies high-speed, LOWALT all-weather tactical reconnaissance missions. Special responsibility for night, SLAR navigation missions. Flight training officer: assists the flight commander in managing upgrade and continuation training for flight members. Assists the STO in managing training sorties. Maintenance liaison officer; maintains the squadron's aircraft configuration data board and the aircraft maintenance status book. Unit awards monitor and voting officer.

WEAK! Mr. WSO is not a job description. *LOWALT*, *SLAR* and *STO* mean nothing to a board member who has never smelled JP-4. *Voting officer* is certainly **not** mission related. Adding the number of flight members and training sorties would help board members see scope of individual's duties as flight training officer. Avoid leaving "white space" in the block. Fill the block as much as possible with key responsibilities, and more importantly, **relate them to the unit's mission**. This is a critical block to highlight your ratee's importance within the organization. Give this section the importance it deserves.

III. JOB DESCRIPTION 1. DUTY TITLE: WEAPONS DIRECTOR

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Responsible for the control of all assigned aircraft operating within the area of responsibility for the \$179.5 million Airborne Warning and Control System (AWACS). Directs air-to-air intercepts, refueling, special missions, and tactical air-to-ground aircraft. Coordinates with internal and external agencies on matters pertaining to flight safety and mission accomplishment. Executes JCS-directed national security objectives relating to airspace sovereignty, air surveillance, and air defense in North America, NATO, and the Middle East. ADDITIONAL DUTY: Flight Scheduler.

STRONG DESCRIPTION. Specifically expresses level of responsibility and scope of duties--leaves no doubt in reader's mind what the individual does. This description could have been made even stronger if the "white space" had been filled in with more key duties. How many aircraft were involved, # missions, # agencies, etc.?

III. JOB DESCRIPTION 1. DUTY TITLE: COMMANDER

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Installation commander for a geographically separated unit of 5 officers, 230 enlisted, and 100 civilian personnel. Manages an annual operations contract budget over \$5 million. Responsible for mission operations; operating/maintaining 137 facilities valued over \$8 million; an emergency airfield; a fleet of over 200 general and special purpose vehicles; unit safety and training programs; an MWR program with 18 different activities; and administration of DoD lands for cattle grazing, time management, and outdoor recreation.

STRONG DESCRIPTION. The unit itself is stated in Section I. Clear, specific--this job description tells exactly how many people, as well as quantifies the scope of the entire operation. Laymen's terms used--200 general and special purpose vehicles is easily understood. Again, avoid leaving "white space." Fill every nook and cranny of the box!

III. JOB DESCRIPTION 1. DUTY TITLE: DIRECTOR, AMBULATORY SERVICES

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Responsible for the management and supervision of Ambulatory Services, including 10 outpatient clinics, Emergency Services, medical records and Central Appointments. Supervises 3 officers, 37 enlisted personnel, and 7 civilians in support of 27 health care providers. Responsible for provider appointment utilization, and accessibility of patient care for approximately 160,000 outpatient visits per year. Manages an annual budget of \$137,000. ADDITIONAL DUTIES: Assistant Chief Nurse, Patient Relations Monitor, Advanced Cardiac Life Support Instructor, and Basic Cardiac Life Support Instructor.

STRONG DESCRIPTION. Explains the scope of the ratee's duties in clear, quantifiable terms; additional duties are definitely mission related. Fill up that "white space" with mission related duties and responsibilities. Help make your ratee "stand out in the crowd."

III. JOB DESCRIPTION 1. DUTY TITLE: MEDICAL GROUP COMMANDER

2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Manages all medical care for over 10,000 beneficiaries in a 15-bed comprehensive care facility at a semi-remote location. Commands, organizes and supervises a staff of 64 officers, 135 enlisted, and 35 civilian personnel in the treatment of 69,300 outpatients, 1,355 inpatients, and 220 births per year. As group commander, is directly responsible to the wing commander. Ensures all military members are physically prepared for all contingencies by administering the wing's health and fitness and smoking cessation programs. Establishes programming of a \$3.5 million budget. Directly participates in health care delivery.

STRONG DESCRIPTION. Clearly addresses each major task associated with the job; addresses specific duties rather than listing a series of committee memberships or other staff positions held. It is clear, concise, and chocked full of quantifiable terms. Again, avoid "white space" as much as possible.

Example of a poor/weak impact statement:

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Developed a dialysis capability for the medical readiness program for the USAF Surgeon General
- Appointed to the Board of Directors of the South Texas Organ Bank
- Appointed Assistant Professor of Medicine at the Uniformed Services University of the Health Sciences
- Continued to develop protocols both locally, regionally and nationally in collaboration with other military and civilian investigators
- Remains one of the most productive investigators in the division
- Published original articles, reviews, and book chapters at a rate unsurpassed by any other department chief

This statement lacks impact and specifics. We know what this officer did, but not how well he/she did it or how it impacted the mission. Layout of bullets leaves wasted space, i.e., “white space”—especially the last two lines of missing information (*critical mistake!*). Avoid carrying over a single word to a line by itself (see last bullet above). You have nine lines of space to write your impact statements—*use them all, maximizing all the “white space” in the block!!*

Example of a good impact statement. Note the difference compared to the previous example:

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Merged two Joint Service medical units into a highly cohesive and efficient trauma team during Operation Desert Storm...100 percent operational in three days to meet any combat emergency...superior feat
- Forged a fragmented Intensive Care Unit into a dynamic professional clinical team with a single resolve to meet all patient care needs...superb critical care provided to over 1,200 beneficiaries
- Developed a critically needed arterial blood sampling program; direct positive impact on medical treatment interventions; HQ USAF approved for AF-wide implementation
- Instituted lifesaving measures for 25 documented critical care trauma cases...100 percent stabilization and recovery of all patients
- Created an outpatient treatment procedure area on medical unit...productivity and patient care up two-fold

Each bullet has an action/result clearly showing “*impact*” on unit mission accomplishment. Good use of action verbs and variety in bullet construction for enhanced readability. Use of percentages, numbers, and outside validation sources help clarify results and impacts.

As you can quickly tell, the second impact statement makes much better use of action verbs and specific results that support the mission impact. The report paints a clearer picture of how this officer is affecting the unit’s ability to accomplish the mission. Again, with a little imagination, this statement could be improved even more.

Results! Results! Results! Be specific—describe ratee’s accomplishments “focus on ratee’s performance and its impact on the mission.” Consider the following examples of *good/strong* and *poor/weak* statements:

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Revised and expanded the refresher courses offered to crew members flying high performance aircraft
 - Greater emphasis on mishap case presentations and more time allotted for interaction between students and instructors
- Updated and improved anti-G straining maneuver training conducted for undergraduate pilots
 - The training resulted in simpler and more efficient demonstration of proper straining procedures
- Expanded and successfully managed the in-house instructor training program

POOR! Layout of bullets leaves wasted space, in addition to a lot of “white space.” This is a *critical* mistake for an OPR!! As stated, this section is very weak and lacks specifics. **Fill in the entire block!**

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Orchestrated efficient orientation of 30 newly assigned nurses in record time...rapid integration into active clinical roles averted curtailment of inpatient services for 800 beneficiaries...excellent quality care given
- Managed Emergency Medical Technician (EMT) course...best trauma course given in hospital history
 - 100 percent pass rate on EMT National Registry exam by 15 course graduates...superb accomplishment
- Developed Advanced Cardiac Life Support prep course for 200 medical staff...course pass rates tripled
 - Hospital accreditation exceeded Air Force and national organization standards for these critical skills
- Developed three innovative, cost-effective emergency medical courses...saved \$56,000 in hospital funding
 - Courses provided to four local community medical facilities...cooperative disaster preparedness greatly enhanced for emergency medical contingencies

STRONG STATEMENT. Good support of main bullets; good use of specific accomplishments, i.e., \$, # people, local/national recognition, etc. Definite mission related impacts. Minimal "white space."

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Built "Resolve Through Sharing" Okinawa-wide job and career enhancing nursing education program
 - Enhanced Joint Service relationships...filled critical education requirements...\$50,000 TDY funds saved
- Sought and secured Air Force Aid Society funding for Home Health Nurses Visitation Program
 - Kadena's families avoid spouse/child abuse through compassionate, discreet and early intervention
- Energized work place flu shot program...saved man-hours, minimized no-shows for AF's largest Wing
- Facilitated Navy Family Support Group rejuvenation...again improved visiting nurse program for families
- Developed and tested "Leader Meter" to objectively critique leadership abilities at all management levels
 - Provided critical feedback in troubled sections...positive trends in professional satisfaction/productivity
 - Military Digest publication gave entire fighting force access to world-class leadership/management tool!

STRONG STATEMENT. Bullets strongly supported with results and impacts. Leaves no doubt this officer is mission-oriented and a people person. *Sign of a good leader!!*

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Best readiness statistics for ACC F-111s, our most demanding aircraft, for the fourth year in a row
 - Mission-capable rate of 81 percent, a first for the wing, best in the Air Force
 - Fix rate of 72 percent, highest in the command
- Led maintenance in producing over 8,000 sorties and 17,000 flying hours
 - Met wing goal at a 6 percent cost savings
 - Air abort rate reduced by over 200 percent since September 1993
- Manager for two major Air Force programs which increased productivity
 - Eliminated bottlenecks in Rivet Workforce program to fully utilize personnel resources
 - Core Automated Maintenance System conversion is 2 months ahead of schedule

VERY STRONG STATEMENT. Effectively communicates the impact of each accomplishment in clear terms; good use of statistics and numbers allowing the reader to "quantify" achievement impacts on the mission. However, the presence of excessive "white space" could over-shadow the importance of the mission impacts being addressed.

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Ensured aeromedical support for AF's largest Wing...33 deployments, 700 man-days...Alaska to Malaysia
 - Assured success personally for Pitch Black and Cope Thunder...praised for "making it look easy"
- Accomplished 30 hyperbaric treatment dives for SCUBA accidents and flyers with decompression sickness
 - Aeromedical teamwork shined...prevented permanent disability, saved lives, returned aviators to duty
- Brought Health Promotions function into Aeromedical Services directorate...established USAF benchmark
 - Secured manning, renovated facility, increased visibility for work-class Wellness Center...vitality plus
- Recovered and evacuated six crew members from two Class A mishaps under field employment conditions
 - Rapid duty return despite totally destroyed aircraft...fine example of Medical Control Center expertise
- Full throttle all year...from morale to results, all show positive data...clearly the best in the business!

VERY STRONG STATEMENT. Explains scope of operations and how ratee played a key role in exceeding mission accomplishment. Good use of quantifiables and action verbs. Very strong closure with **impact** and **enthusiasm!!**

Example of a poor/weak Rater Overall Assessment.

- VI. RATER OVERALL ASSESSMENT
- Lt Col Jones is the model leader, supervisor, and officer with a charisma to make people want to perform to their best--knows how to get top performance from his people--they like working for him
 - His positive, people-oriented leadership style built morale and promoted teamwork
 - He is the most organized manager I have ever known--his staff meeting agendas are the mainstay in our information and tasking network
 - As a supervisor, he is second-to-none
 - Developed command and control procedures for squadron supervision, ensuring safe and professional training
 - Lt Col Jones does great work--ready for more responsibility--groom for command

This rater assessment is very weak and not "hard-hitting." Excessive use of pronouns, surnames and personal references. It lacks focus on results of actions; no officer standing in the organization; no enthusiasm; and no recommendations for PME, augmentation, job assignments, etc. Poor bullet construction (note text misalignment on line 8 and the carryover of a single word to another line) and excessive "white space."

Example of a better Rater Overall Assessment.

- VI. RATER OVERALL ASSESSMENT
- Initiated key designs for a hospital-wide information management system upgrade...cut O&M 30 percent; work efficiency up 25 percent
 - Identified serious medical database procedure errors due to flaws in contractor design...procedures corrected saving \$13,000 in prevented maintenance costs
 - Designed and installed a command Local Area Network three months ahead of schedule saving \$8,000...streamlined access to crucial patient care data to render quality medical care
 - Acquired over \$150,000 in communication equipment from base closures...conserved scarce AETC investment equipment dollars
 - Groom for HQ USAF or MAJCOM staff position; Air Command and Staff College in-residence a must

Better assessment; clearly states what the officer did and mission impacts. Bullets focus on results of actions taken, money saved, percent increased efficiencies, stated timeframes, etc. The second assessment is stronger than the first, but it too has its limitations. The rater has made a strong recommendation for PME and a follow-on assignment. However, the overall assessment could have been made stronger with more enthusiasm and punch. Again, too much "white space" is showing. Better construction of bullets and the use of more impact statements could have overcome this flaw. More examples of the Rater Overall Assessment are in Appendix 7.

- VI. RATER OVERALL ASSESSMENT
- Exceptional position awareness and attention to detail enhanced missions throughout the European Theater of Operations
 - Provided valuable assistance accomplishing emergency procedures during loss of aircraft pressurization on flight carrying passengers and cargo from Zaragoza AB, Spain to RAF Mildenhall
 - Earned high praise from task force commander for performance on tactical deception sortie out of Incirlik AB, Turkey
 - His daily performance contributed directly to the selection of Lt....and his crew as the squadrons's Crew of the Quarter for third quarter, 1993
 - Continue to challenge and augment into the Regular Air Force

VII. ADDITIONAL RATER OVERALL ASSESSMENT

CONCUR ☐

NONCONCUR ☐

- Lt....is truly a fine navigator emerging as a consistent contributor to the success of this squadron
- Insured the success of his crew's deployment to the European Tanker Task Force
- His diligence and determination mark him as a future top performer
- Challenge him with the entire range of squadron taskings to capitalize and further develop his excellent potential--monitor for increased responsibility and augment

OVERALL WEAK: Both assessments lack specific details and do not show impacts; should have described action leading to the award or the impact of the emergency procedures; no PME recommendation. Poor use of action verbs...NO ENTHUSIASM!!

VI. RATER OVERALL ASSESSMENT

- Performed superbly in volatile comptroller environment at ACC's busiest base
 - Displayed versatility both in managing key projects and doing superb cost analysis work himself
 - Streamlined ACC's largest Report of Survey program by automating administration; reduced backlog by 25 percent and cut processing time in half
- Enthusiastic supporter of local community
 - Spearheaded squadron participation in telethon for local public television station; helped achieve best single night donation total in station's history. \$14,000
 - Wing project officer for Air Force Assistance Fund; achieved 135 percent of goal
 - Volunteered services as part of Combined Federal Campaign's "loaned Executive" Program

VII. ADDITIONAL RATER OVERALL ASSESSMENT

CONCUR ☐

NONCONCUR ☐

- Prime architect of critical portions of important projects and briefings
 - Key player in developing the "Nellis Story" on small business awards for congressional committee
 - Flawless presentation skills make him the "speaker of choice" for the tough briefing jobs
- Capt....is a bright, articulate, young officer..challenge him with a base comptroller's job

AVERAGE AT BEST. Too much space dedicated to *additional duties*; few hard facts; no recommendation for PME or augmentation. Makes you wonder how much time was actually performed on mission related duties.

VI. RATER OVERALL ASSESSMENT

- Exceptional, professional role model...nursing leadership at its finest...asset for entire island
 - Provides direction as President, Okinawan Nurses Association...over 60 nurses from all services benefit
 - Carefully nurtures and guides careers for 30 active duty and reserve Nurse Corps officers
- Enhanced 18th Wing and 18th Medical Group Red Cross Volunteer Program and recognition activities
 - Increased incentives, carryover training and professional appearances...enrollment up 50 percent
- Built Wing-wide reputation as Quality Air Force (QAF) instructor, facilitator and energizer
 - "Empowerment, the Cornerstone to Quality" seminars brought QAF message to nurses across Pacific
 - Key instructor for Wing facilitator course and Process Action Team communication skills enhancement
- Bright, energetic idea person...we need her to stay in Senior Nurse Executive role...she's good at it!

VII. ADDITIONAL RATER OVERALL ASSESSMENT

CONCUR ☐

NONCONCUR ☐

- Best of the best...dedication to this organization and the wing unsurpassed
- Self-aid and buddy care instructor...keeps this highly visible program in top-notch condition
- Selected as Nurse of the Quarter and Hospital Field Grade Officer of the Quarter...this officer is a leader now and for the future

VERY GOOD. Both assessments are strong with good results/impacts, but weakened by a lack of PME and assignment recommendations, and also by excessive "white space" in the additional rater's section. Board members watch for this, so **beware!**

VI. RATER OVERALL ASSESSMENT

- World class family physician and medical officer mentor...first choice of patients...first sought for advice
- Complex patient with swelling in one leg discovered to have congenital kidney disease...led resuscitative efforts in critically injured airman under adverse field conditions...clearly a physician's physician
- 18th Medical Group sparkplug for Continuous Quality Improvement from clinical perspective
- Vital resources committed to interdepartmental process analysis...payback tripled original investment
- Built new, customized provider orientation handbook...rough edges of first months at work eliminated
- Step-by-step instruction spell out Quality Air Force focus and summarize essential regulatory guidance
- Restored Provider Activity File credibility...ensures close tabs on clinical prowess/ethics/patient feedback
- Professionally dedicated physician and officer...on track and rolling...augment now...commander next!

VII. ADDITIONAL RATER OVERALL ASSESSMENT

CONCUR ☐

NONCONCUR ☐

- Manages genuinely awesome clinical loads seemingly without a hitch...great community reputation
- From customer questionnaires to Social Actions surveys, medical care always rated "Excellent"
- Mission focus readily apparent...recent HQ PACAF ORI Phase II called casualty management, "Flawless"
- From overseas clearances for special medical needs to fiscal prudence, professional dedication clear
- Medical Corps officership model...benchmark programs in every department...let him run a hospital!

VERY STRONG. Excellent lead-in and good use of facts in the rater's assessment; note key QAF issues. Closes strongly and makes a clear assignment recommendation. Additional rater's comments expand on those of the rater and close with strong recommendations to mirror that of the rater.

VI. RATER OVERALL ASSESSMENT

- Applied thoughtful attention to detail for \$100 million super clinic and 50-treatment room Dental Service
- Improved efficiency, enhanced patient flow, eased access, advanced "livability"... good work!
- Revamped periodic dental exam process...customer friendly schedules, energized/empowered schedulers
- Access now in six days versus thirty-six...Class I rates for flyers statistics best in PACAF
- Quality care enhanced with more dental officers available for specialty dentistry
- Contributed strongly to 18th Wing energized QAF movement and training program
- Demonstrated professional devotion to duty as Wing Quality Council member and advocate
- Played major role in Wing mission statement, goals and objectives and key process development
- First choice for PACAF Surgeon Dental Administration Consultant...Command Dental Surgeon next!

VERY STRONG. Great use of facts, QAF issues, and mission impacts. Strong closing. No doubt in the rater's mind about the caliber of his officer.

VII. ADDITIONAL RATER OVERALL ASSESSMENT

CONCUR ☐

NONCONCUR ☐

- Top Lt Colonel...led Kadena to superb achievements from the best Defense Medical Regulating System for aeromedical patients in PACAF to the development of a stellar medical information system network
- Spearheaded efforts to tackle critical space utilization issues...overall operational efficiency up 30 percent; superior quality patient care for 1,500 beneficiaries
- Groom for demanding MAJCOM command position now!

VERY STRONG. Comments broaden rater's write-up and compliment the word picture. Great lead-in. No doubt this officer is a leader and ready for command.

Example of a poor/weak Promotion Recommendation:

IV. PROMOTION RECOMMENDATION

- Capt Doe is a remarkably talented officer
- As branch chief, continuously solves the toughest fiscal problems
- As Group budget officer, was described as tops of all lieutenants known at base-level
- Professional, dedicated and articulate--we often select him to augment wing protocol
- Consistently performs flawlessly in the most intense jobs
- Capt Doe has proven ability and leadership; promote now

This is an extremely weak promotion recommendation. The most obvious flaw in this example is the "white space" at the end of the block (critical, critical mistake). In this case, the short bullets are not "hard-hitting" enough to overshadow the *negative* impression this leaves.

Example of an excellent Promotion Recommendation:

IV. PROMOTION RECOMMENDATION

- Impressive career launch...top marks for "enthusiasm, professional dedication, conscientious leadership"
- Accelerated in Tampa recruiting duty...all categories filled at 150% or more..."blue chip" in every detail
- Recruiting Group...tough region, met every goal...four times (unreal!) Company Grade MSC of the Year
- Squadron catalyst for Edwards...from Orderly Room to Medical Readiness, all met with IG "Excellents"
- Led Desert Storm Aeromedical Staging Facilities to highly decorated effectiveness for 2,000 patients
- Standout as ACSC Top Squadron Performer, Officership Award winner and Distinguished Graduate
- Brought Professional and Technical Training to new levels at AF's largest Medical Center
- Phase II Programs, "Outstanding," six residency programs nationally ranked, Accreditation "Flawless!"
- The best during peace or war...remarkable career accomplishments from day one...promote this board!

This recommendation does an excellent job of covering accomplishments throughout the officer's career. It is strengthened with a clear mandate from the rater, "the best during peace or war." The final written promotion recommendation is strong and leaves no doubt how the rater feels about the ratee.

Leadership! Leadership! Leadership! Stress "career" performance-based potential for promotion and increased command responsibilities. Be clear, be specific, and be *enthusiastic!!* ALWAYS, ALWAYS, ALWAYS stress a *recommendation for promotion in writing!* Consider the following examples of good and poor/weak recommendations.

IV. PROMOTION RECOMMENDATION

- During OPERATION DESERT SHIELD/STORM, he served brilliantly as USCENTAF Deputy Staff Judge Advocate (SJA), providing critical advice to six general officer commanders and personally overseeing every aspect of military justice system operations
- His practical guidance to the 22 subordinate SJAs was directly responsible for the swift resolution of all disciplinary problems in the AOR
- Impressive record includes 2 challenging SJA tours and exemplary 4-year stint as Military Judge
- On numerous occasions as Chief of Military Justice in the largest general court-martial jurisdiction in the Air Force (14 bases), and in his prior assignment as 16 AF Deputy SJA, he excelled in accomplishing the 0-6 duties of the incumbents during their absences--he is ready to be a colonel

OVERALL WEAK. While it avoids use of legal jargon, it offers no results or substantial achievements related to duty accomplishments. The "wordy" sentences won't capture a reader's attention. The closing could be much stronger.

IV. PROMOTION RECOMMENDATION

- Lt Col. has proven himself at every level in the Chaplaincy--as a minister, installation chaplain, and as a headquarters staffer; he excelled at every job, at every level
 - Revived a base-level youth ministry; went from 12 to 115 active members; morale soared
 - Put the church on "wheels," providing superior support to 5 major deployments in 2 years
 - Developed first-ever chapel renovation program; managed the \$2,124,000 program expertly
- Lt Col. constantly proves he's superbly well-suited for senior Chaplaincy
 - AF Chief of Chaplains said, ".....Bob leads a congregation like no other chaplain I've seen....."
 - Expertly molded chaplains from 12 wings into a cohesive support group during ODS
- Absolutely promote this officer--now!! Send this future Command Chaplain to SSS

VERY GOOD. Strong recommendation; it cites significant accomplishments throughout the career; the format and word choice make it easy to read; the last bullet contains an assertive promotion statement, as well as a future job and PME recommendation. The acronym "ODS" should have been spelled out for the reader.

IV. PROMOTION RECOMMENDATION

- Launched career "top of peer group" in knowledge/technical skills..."one of our best ever interns"
- Scored top 30% nationally on inservice examinations...demonstrated early "sensitivity and understanding"
- Handpicked for extremely competitive colon and rectal surgery fellowship...mentors described successful completion as "outstanding performance...initiative, leadership and drive all worthy of special notice!"
- Now in afterburner at Lackland...shining star...role model for 1/3 of all Air Force surgeons trained yearly
 - Implemented Ambulatory Surgery Program improving patient care/convenience...saved \$1.5 million
 - Built third party reimbursement system generating over \$2.8 million very first year
- Earned enviable reputation with combat casualty care experience with 3rd Combat Support Hospital
- Impressive from sensitivity to surgical professorship, clinical skills to casualty care...definitely promote!

VERY STRONG. Strong recommendation with clear accomplishments and impacts to the mission. Good closure--could be stronger with reference to leadership potential.

IV. PROMOTION RECOMMENDATION

- A sterling record of demonstrated superior leadership, flying skill and officership sets.....apart
 - Distinguished graduate from T-38 Pilot Instructor Training and Squadron Officer School
 - Outstanding Instructor Pilot, mentoring several #1 graduates from UPT
 - Early upgrade to A-10 IP, hand-picked by USAFE/CC as command's A-10 demonstration pilot
 - Top squadron flight commander; IG rated his stan/eval program "Excellent"
 - Hand-picked by ACC/CC for USAF Thunderbirds; excelled as solo pilot and team spokesman
 - Worked critical air defense and counter-narcotics plans program on ACC staff
- The track record speaks for itself--this officer is the epitome of Air Force officership--my #1 major
- Definitely promote now! We must make this warrior/leader a Lt Col and send him to ISS

EXCELLENT. This recommendation shows a clear, chronological presentation of the facts which clearly justify the promotion recommendation. Watch leaving too much "white space." Very strong closure for promotion and PME. Acronyms such as "UPT" and "IP" should be spelled out for the non-aircraft buffs on the promotion board.

IV. PROMOTION RECOMMENDATION

- Energetic start with "overall excellence," "highly respected leadership" and "excellent internist example!"
- Accelerated in fellowship training...lauded for clinical skills, technical ability, genuine patient concern
- Grabbed staff cardiologist reins for Air Force's largest medical center with professional dedication
 - Energized Advanced Cardiac Life Support Program for 250 physicians/residents and 190 support staff
 - Coordinated appropriate affiliation with American Heart Association...win/win all around
- In very first year as cardiology chief, boosted cardiac catheterizations 58%, tripled coronary artery angioplasties and bypass surgeries...advanced cardiac medicine, saved over \$400,000
- Built enviable professorship reputation...medicine graduates rated him top 1% nationwide
- Substantial accomplishments reflect enormous potential for Medical Service...definitely promote!

EXCELLENT. Terrific use of three part style, as explained in this guide--current job, past record, and promotion endorsement. Excellent closing promotion recommendation. It leaves no doubt as to how the reviewer feels about this officer.

IV. PROMOTION RECOMMENDATION

- AF child/adolescent psychiatrist in USAFE 1988-92...Joint Service Liaison with US Army in Europe
- Provided manning assistance, exceeded productivity standards 50% and increased accessibility 50%
- Sole provider of psychiatric services to dependents in support of Operation Desert Shield/Storm
- Early recognition of potential...selected Chief, Mental Health Services with less than five years in AF
- Blended military/civilian mental health service...saved over \$500,000/year in CHAMPUS funds
- Appointed Medical Director of Alcohol Rehabilitation Program during first assignment
- Can do it all...teaches adolescent psychiatry assessment skills, leads intern support group, Critical Incident Debriefing, Medical Incident Investigator, expert witness and Consultant to DoD German schools
- Solid gold, stellar performer...definitely promote!

VERY GOOD. Write-up shows officer has demonstrated strong officer skills throughout challenging assignments. Promotion recommendation statement strong with conviction.

IV. PROMOTION RECOMMENDATION

-is the number one (#1) Lt Col in my command...period! Distinguished flying career, first rate navigator, now a pilot and commander
- Outstanding Graduate UPT, Aircraft Commander, Outstanding Academic Award in F-4 transition, superb Flight Commander, Instructor Pilot, and Wing Top Gun
- Joint planner on HQ TAC staff...highly successful working AF and Army concerns with the Joint Attack of the Second Echelon and LATRN...both key programs reserved for TAC's best aviators and leaders
- A proven flying squadron commander...toughest job TAC can offer any Lt Col...trains our Wild Weasel forces to win wars...has achieved over 30,000 accident-free flying hours
- If I had even one "DP" to award, he would get my vote! Definitely promote now!

EXCELLENT. Opening clearly shows where officer stands relative to peers. Be careful about too much "*white space*." Write-up emphasizes he has done well in tough jobs reserved for the best. Last line communicates senior rater's *strong desire* to promote--*when he had no "DP" to award*.

IV. PROMOTION RECOMMENDATION

- Lt Col.....stands out in his career field as the best of the best...picked squadron operations officer as a first lieutenant...unheard of...excelled
- The superb Tactical Air Control System which is deployed around the world today was built by.....during his Air Staff tour
- Brought PACAF into the modern world of command and control in a key staff position...responsible for getting AWACS Have Quick program moving; the entire TAF benefited
- As the commander of TAC's premier weapons controller training squadron he is providing a generation of top-notch controllers; TAC UEI rated him "Excellent" in leadership and management; the future is his
- As the Commander of TAC stated on's last OER: "....., we need him as a Colonel in his field."

EXCELLENT. Career is obviously one success after another. Watch excessive "*white space*." Write-up shows officer's impact on the Air Force. Note how TAC UEI results are used to support write-up. Good closing remarks--senior rater is in effect reminding the board that TAC/CC agrees--"*we need him as a Colonel*."

Sample PRF, Mandatory Board

PROMOTION RECOMMENDATION			
I. RATEE IDENTIFICATION DATA <small>(Read AFI 36-2406 carefully before filling in any item)</small>			
1. NAME <small>(Last, First, Middle Initial)</small> SMITH, John P.	2. SSN 123-45-6789	3. GRADE See notes	4. DAFSC 36P3
5. ORGANIZATION, COMMAND, LOCATION Self explanatory			6. PAS CODE See notes
II. UNIT MISSION DESCRIPTION			
Complete IAW AFI 36-2406. Do not use "Same as last OPR"			
III. JOB DESCRIPTION			
1. DUTY TITLE: Complete IAW AFI 36-2406. Do not use "Same as last OPR"			
2. KEY DUTIES, TASKS, RESPONSIBILITIES: Complete IAW AFI 36-2406. Do not use "Same as last OPR"			
IV. PROMOTION RECOMMENDATION			
Use concise "bullet" format See notes before completing sections IV, V, VI, VII, and IX			
V. PROMOTION ZONE	VI. GROUP SIZE	VII. BOARD	VIII. SENIOR RATER ID
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> LEAVE BLANK <small>BPZ / APZ</small> </div>	See notes	See notes	Enter 5 character SRID
IX. OVERALL RECOMMENDATION		X. SENIOR RATER	
<div style="border: 1px solid black; padding: 5px; display: inline-block; margin-bottom: 10px;">SEE NOTES</div> <div style="display: flex; justify-content: space-between;"> <div>DEFINITELY PROMOTE</div> <input type="checkbox"/> </div> <div style="display: flex; justify-content: space-between;"> <div>PROMOTE</div> <input type="checkbox"/> </div> <div style="display: flex; justify-content: space-between;"> <div>DO NOT PROMOTE THIS BOARD</div> <input type="checkbox"/> </div>		NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION Self explanatory DUTY TITLE Self explanatory <div style="display: flex; justify-content: space-between;"> <div>SSN</div> <div>SIGNATURE</div> </div>	
Instructions			
Review previous OERs, OPRs, Education/Training Reports, and Supplemental Evaluation Sheets. Evaluate the officer's performance and assess his or her potential. Write Promotion Recommendation (Section IV) in concise "bullet" format. Enter only the last four numbers of senior rater's SSN. Provide an accurate, unbiased assessment free from consideration of race, sex, ethnic origin, age, religion, or marital status. Provide the officer a copy of this report approximately 30 days prior to the board for which this report is prepared.			

AF FORM 709, 20000601 (EF-V1)

PREVIOUS EDITION IS OBSOLETE.

FOR OFFICIAL USE ONLY (When filled in)

Attachment 1, Sample PRF, Mandatory Board

Notes to Accompany Sample PRF, Mandatory Board

Section I, item 3, GRADE: Include (NON EAD) for Reserve officers except Active Guard Reserve officers. For Active Guard Reserve officers use (AGR)

Section I, item 6, PAS CODE: Enter the Unit of Assignment PAS code as of the PRF accounting date.

Section IV, PROMOTION RECOMMENDATION: Comments in this section are mandatory.

Section V, PROMOTION ZONE: Leave blank

Section VI, GROUP SIZE: Rank order all officers awarded a “Definitely Promote (DP)” recommendation within each competitive category (line, judge advocate, nurse, etc). For example, a Senior Rater has 3 Nurse Corps, 10 Line, 2 Judge Advocate lieutenant colonels eligible for promotion to Colonel. If the Senior Rater gives any officers a DP, he/she would rank order them within their competitive category. For instance, the Senior Rater awards two Nurse Corps DPs. The group size for the number one ranked DP would be: 1/2/3 which means the officer is ranked number 1 of 2 DPs awarded with the number 3 reflecting total number of officers in that competitive category meeting the promotion selection board. For officers awarded other than a DP, leave GROUP SIZE blank.

Section VII, BOARD: Enter Board ID from the convening notice or the PRF Shell

Section IX, OVERALL RECOMMENDATION: Hand write an “X” in the appropriate block. **There is no quota on the number of eligible officers who may be awarded a DP recommendation.**

Sample PRF, Position Vacancy Board

PROMOTION RECOMMENDATION			
I. RATEE IDENTIFICATION DATA <i>(Read AFI 36-2402 carefully before filling in any item)</i>			
1. NAME <i>(Last, First, Middle Initial)</i> JONES, David W.	2. SSN 123-45-6789	3. GRADE See notes	4. DAFSC 11S4
5. ORGANIZATION, COMMAND, LOCATION Self explanatory			6. PAS CODE See notes
II. UNIT MISSION DESCRIPTION Complete IAW AFI 36-2402. Do not use "Same as last OPR"			
III. JOB DESCRIPTION			
1. DUTY TITLE: Complete IAW AFI 36-2402. Do not use "Same as last OPR" Position Vacancy #: 123456731			
2. KEY DUTIES, TASKS, RESPONSIBILITIES: Complete IAW AFI 36-2402. Do not use "Same as last OPR"			
IV. PROMOTION RECOMMENDATION Use concise "bullet" format See notes before completing sections IV, V, VII, IX			
V. PROMOTION ZONE	VI. GROUP SIZE	VII. BOARD	VIII. SENIOR RATER ID
BPZ <div style="border: 1px solid black; padding: 5px; display: inline-block;">LEAVE BLANK</div>	<div style="border: 1px solid black; padding: 5px; display: inline-block;">LEAVE BLANK</div> Leave Blank	See notes	Enter 5 character SRID
IX. OVERALL RECOMMENDATION		X. SENIOR RATER	
<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">DEFINITELY PROMOTE</div> <div style="text-align: center;">PROMOTE</div> <div style="text-align: center;">DO NOT PROMOTE THIS BOARD</div> </div> <div style="border: 1px solid black; padding: 10px; margin: 10px auto; width: 100px; text-align: center;"> LEAVE BLANK </div>		NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION Self explanatory DUTY TITLE Self explanatory SSN SIGNATURE	
<p style="text-align: center;">Instructions</p> <p>Review previous OERs, OPRs, Education/Training Reports, and Supplemental Evaluation Sheets. Evaluate the officer's performance and assess his or her potential. Write Promotion Recommendation (Section IV) in concise "bullet" format.</p> <p>Provide an accurate, unbiased assessment free from consideration of race, sex, ethnic origin, age, religion, or marital status.</p> <p>Provide the officer a copy of this report approximately 30 days prior to the board for which this report is prepared.</p>			

AF FORM 709, JUN 95 (EF-V2) (PerFORM PRO)

PREVIOUS EDITION IS OBSOLETE.

Attachment 2, Sample PRF, Position Vacancy Board

Notes to Accompany Sample PRF, Position Vacancy Nomination

Section I, item 3, GRADE: Include (NON EAD) for Reserve officers except Active Guard Reserve officers. For Active Guard Reserve officers include (AGR).

Section I, item 6, PAS CODE: Enter the Unit of Assignment PAS.

Section III, item 1, DUTY TITLE: Include the position number the nominee is nominated for.

EXCEPTION: For health professions Individual Mobilization Augmentees, leave the position number blank. The data will be supplied by HQ ARPC/SG.

Section IV, PROMOTION RECOMMENDATION: Comments are mandatory

Section V, PROMOTION ZONE: Leave blank.

Section VII, BOARD: For officers nominated to captain enter U0301A; to major U0401A; to lieutenant colonel U0501A.

Section IX, PROMOTION RECOMMENDATION: Leave blank.

NOTE: For IMAs in the health professions, coordinate with the Directorate of Health Services Individual Reserve Programs, Medical IMA Division, (HQ ARPC/SG), before preparing a nomination. That office can confirm the officer meets all eligibility factors for PV nomination. The telephone number is DSN 926-7158, toll free 1-800-525-0102, extension 232, E-mail: SGE@arpc.denver.af.mil

FROM: AF/DP

Sent: Thursday, August 30, 2001 2:39 PM

OES POLICY CLARIFICATION ON PRF COMMENTS AND SIGNATURE BLOCKS

UNCLAS

1. WE'RE SOLICITING YOUR SUPPORT IN DISSEMINATING THE FOLLOWING INFORMATION TO YOUR SENIOR RATERS TO CLARIFY THE AFI GUIDANCE ON USING APPROPRIATE COMMENTS AND SIGNATURE BLOCKS ON OES FORMS. OUR INTENT IS TO ALLOW SENIOR RATERS THE GREATEST AMOUNT OF FREEDOM IN EVALUATING AND RECOMMENDING THEIR OFFICERS FOR PROMOTION WHILE PRESERVING THE CREDIBILITY OF THE PROMOTION RECOMMENDATION AND EVALUATION PROCESS.
2. THE FIRST ISSUE CENTERS AROUND THE USE OF THE TERM "SENIOR" ON OPRS AND PRFS AND THE IMPACT IT HAS ON CENTRAL SELECTION BOARD (CSB) MEMBERS. AFI 36-2406, PARAGRAPH 3.7.18, SPECIFICALLY STATES THAT THE TERM "SENIOR" IS COMMONLY UNDERSTOOD AS A EUPHEMISM FOR COLONELS AND ABOVE, OR AS A REFERENCE TO SOMEONE HOLDING A HIGHER GRADE THAN THE RATEE. FOR EXAMPLE, WHEN USED IN CONJUNCTION WITH THE WORDS "OFFICER" OR "LEADERSHIP", THE PHRASE CONSTITUTES AN IMPLIED PROMOTION STATEMENT THAT IS PROHIBITED ON OPRS. SINCE PROMOTION RECOMMENDATIONS ARE LIMITED TO THE NEXT HIGHER GRADE, THE USE OF THIS TERM ON PRFS IS CONSIDERED "SPEEDING" EXCEPT FOR LT COLS BEING PROMOTED TO COLONEL. REFERRING TO A MAJOR AS A "SENIOR LOGISTICIAN" IS ANOTHER EXAMPLE OF WHAT WE'RE ADDRESSING HERE. CSB MEMBERS HAVE PROVIDED FEEDBACK THAT THEY CONSIDER IT A FOUL ON THE PART OF THE SENIOR RATER WHEN "SPEEDING" IS EVIDENT, AND ALTHOUGH THEY DON'T INTENTIONALLY PENALIZE THE OFFICER, WE DON'T WANT THE BOARD TO LOOK AT ANY RECORD WITH A NEGATIVE MIND-SET. SINCE BOARD MEMBERS ARE THE INTENDED AUDIENCE OF PRFS, THESE DOCUMENTS MUST BE PREPARED WITH THAT IN MIND.
3. WE ALSO WANT TO EMPHASIZE THE IMPORTANCE OF ENSURING SENIOR RATER PRF COMMENTS ARE APPROPRIATE TO THEIR SCOPE OF RESPONSIBILITY OR KNOWLEDGE. REMARKS SUCH AS "TOP 1%ER" ARE SPECIFICALLY CITED IN AFI 36-2406, PARAGRAPH 3.7.20, AS A PROHIBITED REMARK ON OPRS AND PRFS BECAUSE THEY LACK CREDIBILITY. THE RATIONALE IS HOW CAN A WING COMMANDER COMMENT IN A PRF THAT "MAJOR SO-AND-SO IS IN THE TOP 1% OF THE AIR FORCE", WHEN THEIR SPAN OF RESPONSIBILITY COVERS ONLY THE OFFICERS IN ONE WING? CSB MEMBERS HAVE REMARKED THAT SUCH COMMENTS ARE A DISTRACTER AND ARE BASICALLY DISCOUNTED BECAUSE THEY LACK CREDIBILITY. IT'S IMPORTANT TO NOTE THAT STRATIFICATION REMARKS ARE KEY TO CLEARLY IDENTIFYING A SENIOR RATER'S BEST CANDIDATES TO THE CSB AND ARE THEREFORE STRONGLY ENCOURAGED. HOWEVER, THEY MUST BE QUALIFIED IN ORDER TO CONVEY A MEANINGFUL MESSAGE TO THE CSB. EXAMPLES OF ACCEPTABLE STRATIFICATION INCLUDE: "TOP 5% OF MY 100 OFFICERS", OR "TOP 1% OF ALL OFFICERS I'VE SUPERVISED" OR "TOP 1% OF MY MAJORS." IN ADDITION, THE PROHIBITION APPLIES TO DIRECT QUOTES FROM OPRS. IF AN OLD OPR CONTAINS STRATIFICATION THAT IS NOW PROHIBITED IN OES FORMS, IT SHOULDN'T BE QUOTED IN THE PRF. AGAIN, THE KEY ISSUE IS WHAT INFORMATION DOES THE REMARK CONVEY TO THE CSB. BY ADDING A FEW QUALIFYING WORDS, WHETHER USING AS A QUOTE

FROM AN OPR OR AS A STAND ALONE REMARK, THE STRATIFICATION PHRASE'S MEANING WILL NOT ONLY BE RETAINED BUT ENHANCED, AND WILL BE BETTER ABLE TO ACCOMPLISH ITS INTENDED PURPOSE AT THE MLR AND CSB.

4. AS A REMINDER, THE FOLLOWING SIGNATURE BLOCK CHANGES ARE AUTHORIZED FOR BRIGADIER GENERAL SELECT AND MAJOR GENERAL SELECT SIGNATURE BLOCKS FOR ALL OES FORMS (REFERENCE AFGOMO MESSAGE, AIG 8106 DTG 181701Z APR 01, MAJ GEN/BRIG GEN (SEL) SIGNING OPRS, EPRS, PRFS, AND AWARD ELEMENTS).

A. ONCE SENATE CONFIRMED, COLONELS ON THE BRIGADIER GENERAL SELECT LIST ARE PERMITTED TO SIGN ALL OES FORMS AS "(SEL)" PROVIDED THEY ARE EITHER DESIGNATED BY THEIR RESPECTIVE MANAGEMENT LEVEL (ML) AS A SENIOR RATER OR THEY ARE ASSIGNED TO AN AUTHORIZED BRIGADIER GENERAL OFFICER POSITION.

B. ONCE SENATE CONFIRMED, BRIGADIER GENERALS ON THE MAJOR GENERAL SELECT LIST ARE PERMITTED TO SIGN ALL OES FORMS AS "(SEL)" PROVIDED THAT THEY ARE EITHER EVALUATING OTHER GENERAL OFFICERS OR ARE ASSIGNED TO AN AUTHORIZED MAJOR GENERAL OFFICER POSITION.

C. ONCE SENATE CONFIRMED, ALL GENERAL OFFICER SELECTS ASSIGNED TO JOINT BILLETS OR UNIFIED COMMANDS MAY SIGN ALL OES FORMS AS "(SEL)".

D. ANY OPRS, EPRS, OR PRFS CLOSING OUT PRIOR TO THE SENATE CONFIRMATION DATE WILL NOT REFLECT THE "(SEL)" AND, IF NECESSARY, BE FORWARDED UP THE CHAIN FOR ENDORSEMENT.

E. IN ADDITION, AS PREVIOUSLY APPROVED BY CSAF, ALL FROCKED GENERAL OFFICERS ARE AUTHORIZED TO SIGN ALL OES FORMS IN THEIR FROCKED GRADE WITHOUT DESIGNATING THEIR "FROCKED" STATUS (I.E. MAJOR GENERAL VICE MAJOR GENERAL "FROCKED"). REFER TO CURRENT MESSAGE GUIDANCE AND ALSO FUTURE INCLUSION IN AFI 36-2406, OFFICER AND ENLISTED EVALUATIONS.

5. WE NEED ALL MPFS, SENIOR RATERS, AND MLRS TO BE PROACTIVE IN SUPPORTING AND ENFORCING THESE POLICIES TO ENSURE A LEVEL-PLAYING FIELD AND A VIABLE, CREDIBLE PROMOTION PROCESS FOR ALL OUR OFFICERS.

6. AIR STAFF POC'S ARE: HQ USAF/DPFPP, CAPT ISAAC "IKE" DAVIDSON, CHIEF, OFFICER EVALUATION POLICY, DSN 225-4679 AND AFGOMO, MAJ STEPHANIE GASS, CHIEF, SUPPORT DIVISION OR MSGT MICHAEL MCLAUGHLIN, SUPERINTENDENT, SUPPORT DIVISION, DSN 224-4675.